

## **1. Departmental Plans**

1.1 Different approaches have been used for the two central, and Transport and Environment, Departments, to those used for the Adult Social Care Department and the Children's Services Department. This reflects relevance to the duties and the level of work already underway.

## **2. Chief Executive's Department, Corporate Resources and Transport and Environment Departments**

2.2 The plans for these Departments are subject to progress against the EIA timetable set out in Equality Scheme Appendix 5 (the plan for Libraries is set out in the section covering the former Education and Libraries Department). Through EIA the extent and the nature of the relevance to the duties will be determined and detailed targets set by March 2005. Accordingly it is not appropriate to set out detailed plans of action beyond 2006 until the EIA's have been initiated. A plan setting out actions for 2006-08 will be published by 31 March 06.

2.3 Information (including 3 year targets) on staff numbers - by ethnic group, gender and for disabled employees is set out in the Annual Equalities Statistical Report 2005 (see Equality Scheme Appendix 7).

## **3. Children's and Adult Services**

3.1 As these Departments are currently being reorganised the plans set out here were determined within the former Social Services and Education and Libraries Departments. The plans will be revised as the organisational structure of these Departments are finalised. However, it is unlikely that the priorities established for the former Departments will be significantly different.

**3.2 Adult Social Care and Children's Social Care Services - A** comprehensive Equality Impact Assessment of all social services was undertaken in 2004/5. From this an Action Plan for improvement has been developed. The Departments will carry out the Equality and Diversity Action Plan 2005-8, as confirmed following consultation with minority groups in the County.

3.3 The initial plan follows and shows that the focus will be on integrating equality and diversity priorities throughout team work programmes, including commissioning and procurement; assessment; direct service delivery; strategic development (policy and planning); partner relations; and employment. The new Green Paper 'Independence, Well-being and Choice' is already informing planning in the Department, including a proactive approach to meeting the needs of diverse groups of people.

3.4 The report follows:

## East Sussex County Council Social Services Department

### Equality Impact Assessment: Part 1- Departmental View

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January 2005

## **Social Services Equality and Diversity Impact Assessment Part 1: Departmental View**

### **Executive Summary**

#### **1.1 What is an equality and diversity impact assessment (EIA)?**

An EIA establishes how far a policy, service or commissioning arrangement is meeting the needs of diverse people in the community. It is in 2 parts: Part 1 sets out potential barriers in accessing services or employment, on the basis of people's race, ethnicity, disability, gender, age and other criteria [ for example asylum or refugee status]. These have been identified by staff and managers. It looks at whether any differences between groups of people are justifiable and, if not, offer potential solutions.

Part 2 will be published after consultation with citizens and will set out their comments on staff and managers suggestions. The action plan will be amended to take account of these comments and together these form the finished EIA.

Managers from all Divisions within Social Services have engaged with their staff and with their peers since July 2004 to identify the following desired outcomes and potential barriers for meeting the social care needs of all people within the County.

The proposed action plan in Section 6 sets out the detail of what specific actions are recommended by Departmental staff and managers to achieve these outcomes and overcome the barriers.

#### **1.2 Effective data collection and monitoring**

It is crucial that there is robust feedback on performance and target setting for the Department, including on the basis of ethnicity, language, religion, disability and gender. If we do not know the real picture of service use and potential use, we can not identify where the gaps are and where discrimination may be occurring.

The objectives of monitoring are to establish possible areas of inequality, investigate underlying causes and remove unfairness or disadvantage. It is more than just data collection, as it also involves gathering 'soft' information from people and community groups. It also involves working actively to use the information gathered in a meaningful way.

To make monitoring effective, it is important to gain the confidence of people who will gather information- and provide training and guidance and set targets for collection to ensure it is done thoroughly. Likewise it is important to instil confidence in those who are being monitored so that they understand the benefits of gathering and making use of the information.

## Potential barriers

- Insufficient information about current users and carers to accurately assess over or under-representation and inform service development/commissioning strategy
- Service users may be unwilling to disclose this information.
- Staff maybe unsure that they are asking the correct questions re monitoring data. Staff may not be aware of the importance of collecting this information.
- Qualitative feedback needed to overcome deficits in quantitative data.
- Data is not collected statistically in relation to sexuality and therefore qualitative feedback is very important via users and community networks.
- Insufficient information about who is being consulted about services/needs and gaps.
- Written communication [surveys, evaluation forms etc] may not be feasible for some
- Weak partnership with excluded and marginalised groups which prevents them from influencing service planning
- Service user involvement and feedback systems do not address issues of equality, ethnicity and cultural sensitivity of services more specifically.

### 1.3 Access to information and Services

Fair access to services promoted through diverse communication methods and flexible, imaginative use of resources is crucial. It is one of the key ways to making sure that those people who are entitled to services can:

- know about the services; and can
- influence decision-making about services

We must have qualitative and quantitative measures showing equal access to assessment and services by minority groups across all services.

#### Potential barriers

- In many cases, written information about services is not available in community languages and alternative formats unless requested
- Written communication [leaflets, surveys, evaluation forms etc] may not be feasible for some

- Translation and interpreting services could be timelier and need to be provided to agreed standards.
- Bi-lingual staff would improve accessibility
- Many citizens from minorities do not know what social services are available or think that mainstream services can meet their needs
- Minority groups may not know about all the options for flexible care, such as Direct Payments
- The support needs of minority ethnic groups to access the Direct Payment system needs investigation.
- Existing services may not meet cultural, religious or language needs.
- Stereotypical beliefs about family support, gender roles or cultural practices may prevent accurate perception of need, particularly the popular belief that extended families can provide care for some minority groups.
- Social model of disability may not underpin all practices
- Problems with transport to and from day centres and to support the increasing levels of community based activity
- Communication with community groups representing minority communities is under-developed

#### **1.4 Personal safety/tackling harassment**

It is crucial that managers and staff are clear about legal requirements and expected standards of behaviour in relation to harassment on the grounds of race and ethnicity, gender, disability, religion and belief and sexual orientation.

We wish to aim towards a culture of work and service delivery that is open about the experiences of harassment that staff or users/carers may have and that is responsive to incidents and victims.

##### Potential barriers

- Underlying assumptions that equality means treating people ‘the same’ rather than recognising the different needs and experiences of individuals as members of minority groups or on the basis of gender.
- Patchy knowledge of new employment regulations

- Patchy knowledge about the racial harassment reporting system methods; purpose; and responsibilities to both staff and users/carers

## **1.5 Workforce development**

We want to have a diverse workforce at all levels, which is confident and competent in working together for equitable service delivery.

A management culture that is aware of equality and diversity benefits and targets and actively driving progress is key to supporting the commitment to promoting equality.

Potential barriers

- Image of the Social Services Department as an employer may not be attractive to minority groups, including disabled people
- Ethnic diversity of workforce limited by local recruitment from a small Black and Minority Ethnic [BME] population.
- Social model of disability and awareness of Disability Discrimination Act [DDA] may not be embedded in personnel practices and workplace culture
- Physical access not yet fully tackled in council buildings
- Minority groups may not have knowledge of social care work opportunities; qualifications; learning pathways; flexible working opportunities
- Supervisory and team meeting practices may not promote equality and diversity as core business

## **1.6 Proposed actions**

Managers' initial assessments of the barriers to equality have identified key areas for action, which must be commented upon by citizens. These include:

- The need to collect robust data about service users, as well as potential customers and their needs, and to analyse over time whether services are provided fairly to all groups of people.
- Improvements in the way information about services is disseminated.
- More flexibility in assessments, care packages and funding to make sure that hidden discrimination is tackled.
- Careful research to underpin all commissioning practices, taking account of the needs of all communities and individuals [including minorities within different groups].
- Using new initiatives such as Direct Payments to increase the range of options available.

- Making sure that citizens are able to make their views known through consultations and during assessment and review.
- Making sure that employment in Social Services is attracting and retains individuals from diverse backgrounds and that promotion opportunities are fair.
- Making sure that all staff and managers are up-to-date with knowledge and competencies on equality and diversity and that improvement is addressed in appraisal.
- Building equality and diversity action into all business planning from Departmental level through to individual work programmes.
- Ensuring all new strategic plans and the creation or decommissioning of services are subject to equality impact assessment from the outset.
- Working with statutory and voluntary partners to understand and tackle the discrimination that results in over or under-representation by minority groups in social services and health provision.

## **2. Carrying out the Equality Impact Assessment**

The Department's approach to carrying out the equality impact assessment follows best practice identified from various sources, including the Commission for Racial Equality, Mayor for London, IdEA and the Local Government Association. The approach focuses on identifying Managers of services as the key assessors.

Operational managers worked together, consulting their staff to identify issues that needed tackling to improve access to services, monitoring systems, team development needs and targets for improvement. Operations Managers met twice between September and December 2004, together with Equality Officers to complete assessments for their service area. The Divisional/Service assessments are attached in Appendix 1.

Staff in-put on examples of practice, training needs, views of users and so on was through discussions in team meetings, practice forums or individual supervision.

### **Equality Performance and Monitoring group**

As performance and monitoring was identified as a key area of work, a working group was set up. It involved members of the E-business Unit, performance officers from adults and children's services and the Quality & Change Team. Improvements were identified to enable data collection; monitoring; and performance management systems to meet legal requirements and support the corporate achievement of Level 3 of the Equality Standard for Local Government.

## **3. The Legal Drivers**

A key priority is to ensure that the managers and staff are clear as to their duties and responsibilities under the equalities legislation, and that clear monitoring systems are put in place.

The immediate challenges include:

- Delivering on the Race Relations Amendment Act (RR(A)A) by challenging assumptions, dismantling institutionally racist barriers through impact assessments, completing consultation and setting and monitoring targets
- Making progress within the Equality Standard for Local Government, and the commitment to achieving Level 3 of the Standard by March 2006. Level 2 focuses on assessment and consultation – this impact assessment contributes to the completion of Level 2. Level 3 focuses on setting equality objectives and targets, also a key part of the current impact assessment.
- Implementing the new employment rights – making sure that managers understand their duties in terms of prohibition of discrimination in employment on the basis of sexual orientation; religion and belief; disability; gender and race and ethnicity. All these groups of people have extended equal rights to prevention of discrimination on four counts: direct and indirect discrimination; harassment and victimisation.
- Implementing the duties in the Disability Discrimination Act by ensuring that physical barriers to access for disabled people are overcome – the information from the full divisional impact assessments on disability access will be forwarded to the Corporate Resources Directorate to progress actions arising from the analysis

#### **4. Demographic picture**

The demographic figures (attached in more detail in Appendix 2) are taken from the 2001 Census, as analysed in the Census Inside statistical program. The South East region has been used as a comparator, alongside a county wide analysis.

The tables in Appendix 2 show in more detail population analysis by race and ethnicity; limiting long-term illness; age; gender; and religion and belief by Primary Care Trust geographical areas [Eastbourne Downs; Bexhill and Rother; Hastings and South Downs; and Weald].

The information from Census Inside does not cover any categories for travellers and gypsies. Anecdotal evidence demonstrates the number of travellers and gypsies may be larger than expected, as it also covers settled groups.

The tables below show that the largest ethnic group is White (British), which includes White (Irish) and White (Other). It is demonstrated nationally that White (Irish) people are significantly discriminated against. The White (Other) group are mainly people of southern and eastern European origin, but could also include travellers and gypsies.

Across the County there are 11,502 (black and minority ethnic people) BME people (2.3%), who are of: Mixed; Asian; Black; and Chinese origin.

A summary of the overall picture of ethnicity and long-term illness for the County, according to Census data information is as follows:

	Eastbourne		Hastings		Lewes	
	Population by Ethnicity	Has a limiting long-term illness	Population by Ethnicity	Has a limiting long-term illness	Population by Ethnicity	Has a limiting long-term illness
White	86618	19016	82496	18087	90263	17143
White (Other)	10818	1669	1618	319	3502	598
White (Irish)	3902	1017	829	268	1152	464
Mixed	944	103	1094	129	665	66
Asian	882	127	629	72	547	99
Black	341	40	410	83	204	24
Chinese or Other Ethnic Group: Other Ethnic Group	882	72	400	48	498	43
<b>Total</b>	<b>104387</b>	<b>22044</b>	<b>87476</b>	<b>19006</b>	<b>96831</b>	<b>18437</b>

	Rother		Wealden		East Sussex	
	Population by Ethnicity	Has a limiting long-term illness	Population by Ethnicity	Has a limiting long-term illness	Population by Ethnicity	Has a limiting long-term illness
White	83810	18601	137635	23313	<b>480822</b>	<b>96160</b>
White (Other)	1682	303	4958	657	<b>22578</b>	<b>3546</b>
White (Irish)	613	190	1548	397	<b>8044</b>	<b>2336</b>
Mixed	530	63	923	83	<b>4156</b>	<b>444</b>
Asian	383	62	549	45	<b>2990</b>	<b>405</b>
Black	166	37	252	40	<b>1372</b>	<b>224</b>
Chinese or other ethnic Group: Other Ethnic Group	540	30	664	33	<b>2984</b>	<b>226</b>
<b>Total</b>	<b>87724</b>	<b>19286</b>	<b>146538</b>	<b>24568</b>	<b>522946</b>	<b>103341</b>

### Limitations of Census Inside

Census Inside has limitations for presenting data for health and social care analysis, since tables are currently representative of political geography. Information is currently presented by Boroughs, districts and ward areas; therefore the process of collating data for the health and social care purposes has been time consuming. Some decisions have been made, necessarily, about inclusion of certain populations e.g Seaford is included in the Eastbourne Downs PCT area, rather than South Downs and Weald.

In addition, where very small numbers are concerned statistical data is often of limited use – for example, in percentage terms some minority ethnic groups with limiting long-term illness appear to be 0.0%, although there are actually several people in each of these categories.

No separate census data is available on Travellers and Gypsies although these are a recognised racial minority group within the RR[A]A. The council is required to collect local data, however, since the population is significant in a rural or semi-rural area. This category will be added to data collection fields during 2005-6 in accordance with corporate policy and meeting the requirements of Level 3 of the Equality Standard.

### **Strengths of the Census Inside data**

The data indicates where the key minority groups are and will enable focused consultation and research to take place. Both quantitative and qualitative methods will be used to ensure that many excluded individuals and groups are contacted.

## **5. The Way Forward**

### **5.1 Timescale**

The May 2005 target for renewal of race equality schemes nationally has provided a useful vehicle for planning for the medium term. East Sussex will produce a new Equality Scheme for 2005-8 [of which the race equality scheme will be an integral and identifiable part]. Therefore plans arising from this impact assessment will be the basis of the Social Services Department's contribution to the new East Sussex Equality Scheme 2005-8, giving a 3-year period in which to make real progress.

The primary focus of first year of the scheme will be to put in place data collection, monitoring and business planning/performance management processes, to ensure the Council is able to reach Level 3 of the Equality Standard by March 2006.

### **5.2 Consultation plans**

The Executive Summary of this report covers the desired outcomes and potential barriers identified from the impact assessments. It will be used to consult with users, potential users and other stakeholders including partner statutory agencies and community and voluntary organisations.

For a full equality impact assessment to take place, there must be comprehensive consultation with all relevant stakeholders. From February – April 2005, a summary of the initial management view and proposed action plan will be discussed with:

- BME (black and minority ethnic groups) groups, including users and potential users. These will include travellers, gypsies and refugees and asylum seekers groups
- Voluntary organisations, including network organisations including: VOICES, ESDA, Hastings Rainbow Alliance, Faith Forum
- Partner agencies, including the Health Trust and East Sussex Race Equality Scheme Coordinating Group
- Other staff in East Sussex County Council including the Corporate Equality Group and PACT

Three focus groups throughout the County have already been held on older people's issues with members of Sompriti, through the Connecting Communities partnership project. These will be supplemented with discussions with other BME people over the next few months.

The full consultation list is attached as an Appendix 3.

Following this initial engagement, it is important to continue to build more active relationships with minority people in the county, in conjunction with public, voluntary and independent partners to inform continuous service developments and be responsive to changing populations.

### **5.3 Target setting/business planning**

Continuous improvement will be driven through embedding equality and diversity measures into the mainstream processes of business planning and target-setting. In this way, success is integral to all managers and teams work programmes. There can be co-ordinated analysis of strengths and weaknesses in strategic planning and operations.

### **5.4 Organisational and management development**

In the longer term, the Department needs to develop a culture that supports heightened awareness of equality and diversity goals as apart of achieving good quality services. This means making good equality and diversity practice an essential management skill that is recognised and rewarded. It will be integral to the Quality Strategy. The Department's management team will consider further embedding successful management practice by peer analysis and appraisal of successful equality and diversity actions, with a view to extending good practice.

Performance management can support this, through appointment support and performance appraisal, linked to the core competency framework. Manager's and staff development of equality and diversity competency will be integral to successful team performance and support robust target-setting and business –planning, from top to bottom of the organisation.

In the shorter term, managers will be offered the opportunity to learn more about their legal responsibilities and leadership roles in a training day this spring. The training will be offered to groups of managers associated with a

service area, to build on the team approach to impact assessment. The overall approach to learning development for all staff will be to deliver training initiatives on a team basis, through team development days, emphasising management leadership alongside learning development. The first training of this sort will address data –collection and monitoring.

A communication strategy throughout 2005-8 will provide up-to date information on practice initiatives, data analysis, legal updates, team successes and feedback from existing customers and minority people and groups will further generate knowledge and debate. An annual analysis of progress by the Equality Officers will underpin developing plans and targets for the period.

## 6. Proposed Three Year Equality and Diversity Action Plan for ESCC Social Services Department 2005-8

Outcome	Priority Actions	Lead [budget Implications*]	Target/Measure/When
<p><b>Effective Data Collection and Monitoring</b>, [Level 3 Equality Standard]</p> <p>Accurate data about current service users and carers can be analysed to monitor fair access to services on the basis of race and ethnicity [including gypsies and travellers]; gender; disability; religion and language [including BSL].</p> <p>Qualitative and quantitative measures showing equitable access to assessment and services by minority groups across all services.</p> <p>Robust feedback on performance and target setting is available for the Dept; integrated services; and independent providers.</p>	<p><b>1.Data collection</b></p> <p>Ensure that</p> <p>1.1 Identify fields required to enable comprehensive data to be routinely monitored in relation to equalities</p> <p>1.2 To increase staff awareness and understanding of the need for and uses of regular management information</p> <p>1.3 To develop team level improvement targets for data completion on the departmental client database - Carefirst</p> <p><b>2. Monitoring methods</b> Following CRE guidelines the following will be monitored, using qualitative and quantitative methods [Quality Strategy and Performance Framework] and reported on :</p> <ul style="list-style-type: none"> <li>• Contact</li> <li>• Applications for services</li> <li>• Assessment and review outcomes</li> <li>• Funding allocation [ including DPs]</li> <li>• Satisfaction</li> <li>• Directly provided and commissioned services.</li> </ul>	<p><b>EBusiness*</b></p> <p><b>PACT* Training costs EOs [guidance]</b></p> <p><b>Performance Team</b></p> <p><b>Performance Team Quality and Change* consultation</b></p> <p><b>Heads of Service</b></p> <p><b>Heads of Service</b></p>	<p>2005/6: <i>Compliance with Level 3 Equality Standard by March 2006</i></p> <p><i>Setting up monitoring systems to establish current rates of representation</i></p> <p>Fields identified and system changes made. Quarterly monitoring information available by Dec 05</p> <p>Team level improvement targets in place across all services by April 06</p> <p><u>Children's Services</u></p> <p>Monitoring stability of placements against ethnicity/age/language and disability by Dec 05</p> <p>Monitoring length of time taken to go through adoption process against ethnicity/age/language and disability by Dec 05</p>

	<ul style="list-style-type: none"> <li>• Data contributing to PAF</li> <li>• Complaints</li> </ul> <p><b>3. Interpreting and translation [I/T]:</b></p> <ul style="list-style-type: none"> <li>• Monitor requests for I/T, including BSL and alternative formats.</li> </ul>	<p><b>EOs Quality Officer/</b></p>	<p>Develop staff monitoring survey by Dec 05 Slice Group across staff to discuss interpretation/translation Dec/Jan 06</p> <p>Undertake consultation through random sample of users/carers receiving translation/interpretation Dec/Jan 06</p> <p><i>2006/7: Undertaking reviews of available monitoring information to assess appropriate service use on the basis of ethnicity, age, religion, gender, language, and disability</i></p> <p><i>2007/8: Detailed analysis of monitoring to feed into service provision</i></p>
<p><b>Fair access to services</b> promoted for diverse groups, including flexible, imaginative use of resources.</p>	<p><b>4. Contact Centre</b> Ensure all citizens are equally able to use the contact centre and contact teams</p> <p><b>5. Assessment and review</b> 5.1 Ensure all assessments and reviews are based on the <b>social model of disability</b> and sensitive to cultural needs, including</p>	<p><b>Heads of Service* Performance and Quality* Interpreting and translation [I/T]</b></p> <p><b>Heads of Service* I/T Heads of</b></p>	<p><i>2005/6: Establish picture of access through appropriate monitoring</i></p> <p>Contact Centre</p> <ul style="list-style-type: none"> <li>- Monitor use against equality categories for two weeks/twice a year 2005/6 July 05, Jan 06</li> <li>- Devise set of questions to analyse how people were referred to Contact Centre June 05</li> <li>- Monitor language line service as above</li> <li>- Mystery shopping Jan 2006 with disabled/older people/BME in Contact</li> </ul>

	<p><b>ethnicity, religion, gender and sexuality.</b> 5. 2Reports and meetings are accessible to users and carers.</p> <p><b>6.Service provision</b> 6.1Ensure both commissioned and directly provided services are able to meet the diverse needs of people from different backgrounds and cultures, including access needs.</p>	<p><b>Service*</b> <b>Care packages</b> <b>Direct Payments</b></p>	<p>Centre</p> <p>Care Management Guidance to reflect equality issues in 5 and 6</p> <p>Team Development Day for all teams by April 06 to address 5 and 6</p> <p><i>2006/7: Sampling and consultation exercises to ascertain whether equality issues have been reflected in assessment and review</i></p> <p><i>2007/8: Further learning and team development targets</i> <i>Targets on equality in access to services</i></p>
<p><b>Effective engagement with minority individuals and groups</b> The needs of the changing populations of East Sussex are known to the Department and integrated services, and individuals from diverse backgrounds know about help and support that is available.</p> <p>Communities and individuals are able to contribute to service development.</p>	<p>7.1 Information widely available, including a translation facility on website and telephone translation in reception, contact and assessments.</p> <p>7.2 Central library of documents translated kept and promoted.</p> <p>7.3 Links are developed and maintained with minority group organisations and informal networks to enable on-going appraisal of service accessibility/planning.</p> <p>7.4 Qualitative methods to supplement surveys</p>	<p><b>EBusiness*</b> <b>Comms Team</b></p> <p><b>Performance &amp; Quality Equality Officers Policy &amp; Strategy</b> <b>* I/T</b></p> <p><b>Quality Officer/EOs</b></p>	<p><i>2005/6: Establish picture of access through appropriate monitoring and consultation</i> <i>Supporting minority groups</i></p> <p>Identify key minority group organisations and informal networks by Oct 05</p> <p>Surveys with VOICES, Sompriti, BME Project Hastings, Eastbourne Cultural Communities Network, Rother Race Action Forum and individuals on their experience of involvement with services by April 06</p>

	<p>[face to face discussion methodologies].</p> <p>7.5 Staff and managers are up to date about the populations who live in East Sussex</p> <p>7.6 Potential service providers from minority groups are given active support to develop.</p> <p>7.7 Comments and Complaints National good practice followed and on-going promotion of system with users and carers from all groups.</p>	<p><b>EOs</b></p> <p><b>Census Inside Team</b></p> <p><b>FABS/Supporting People [SP]</b></p> <p><b>Complaints Manager</b></p>	<p>Develop a BME Compact Code of Practice Oct 05</p> <p>Establish a mechanism by which population data will be disseminated to staff Dec 05</p> <p>Undertake Comments and Complaints surveys against equality categories</p> <p><i>2006/7: Strengthen links with and set up regular communication with minority individuals and groups – feedback into service planning</i></p> <p><i>Target on support for ethnic minority business</i></p> <p><i>2007/8: as above</i></p>
<p><b>Commissioning and Procurement</b></p> <p>Effective commissioning and procurement ensures citizens from all communities are provided with appropriate services to meet their needs and aspirations; and are able to live at home as long as possible, enjoy active citizenship and a good quality of life</p>	<p>8.1 Strategic plans are based on accurate knowledge of the changing communities [rural and urban] in East Sussex</p> <p>8.2 Flexible services to meet diverse needs are commissioned with statutory partners and the independent and voluntary sector.</p> <p>8.3 Independent providers are required and</p>	<p><b>Policy and Strategy Unit [PSU]</b></p> <p><b>SP</b></p> <p><b>EOs</b></p> <p><b>PSU</b></p> <p><b>SP</b></p> <p><b>Contracting and Purchasing Unit [CPU]</b></p>	<p><i>2005/6: Establish mechanism by which population data and “soft information” about communities is collected by April 06</i></p> <p><i>Engage with providers on equality issues</i></p> <p>Project group set up to establish above by June 05 involving PSU, EO, QO, SP</p> <p>Workshops for providers on equality monitoring obligations March 05</p> <p>Guidance developed for providers on service use monitoring by Oct 05</p>

	supported to embed equality and diversity in care and support standards and workforce development	<b>PSU SP CPU</b>	<p>2006/7: User experience survey to assess whether minority people's needs being met</p> <p>Service use monitoring by key providers set up by May 06</p>
<p><b>Business Planning</b> Equality and diversity targets to be explicit in business plans at all levels.</p> <p>Level 3 of the Equality Standard to be achieved by March 2006.</p>	<p>9.1 Department, Division and Team plans incorporate equalities targets and measures based on the corporate target of achieving Level 3 of the Equality Standard, national legislation, guidance and the results of impact assessment, which are annually reviewed and up-dated by management teams.</p> <p>9.2 Team level targets are reflected in individual performance and are monitored through supervision and performance appraisal.</p>	<p><b>Head of Performance Heads of Service EOs</b></p> <p><b>Heads of Service</b></p>	<p>2005/6: Team plans incorporate equalities targets</p> <p>2006/7 Each team plan will contain targets against the six main areas: effective data collection and monitoring; fair access to services; effective engagement with minority groups; commissioning and procurement; personal safety and tackling harassment; workforce development</p> <p>2007/8 Sample of anonymous supervision records across divisions</p>
<p><b>Personal safety and tackling harassment</b></p> <p>Standards of behaviour on bullying and harassment of all sorts are clear to employees and users/carers.</p> <p>A culture that is open about the harassment of employees or users/carers and</p>	<p>10.1 Re-launching and promotion of Hate Incident Reporting systems [including Domestic Violence system] with all employees, by team briefings and induction of new employees.</p> <p>10.2 Ensure systems of Hate Incident Reporting are included in violence at work / managing violence and aggression training and any future induction training</p>	<p><b>EOs Comms Team All managers</b></p> <p><b>PACT* Training</b></p>	<p>2005/6: Team development day on hate Incident Reporting systems and new employment regulations</p> <p>Brief Encounter special</p> <p>All Operations Managers received training/guidance by April 06</p> <p>Monitoring reports in place by April 06</p>

<p>responsive to incidents/victims</p>	<p>10.3 Training for managers on the new employment regulations on harassment and discrimination at work on the basis of race and ethnicity, disability, sexuality, religion, gender [ and from 2006], age.</p> <p>10.4 Monitoring reports: each team to collate information about incidents and outcomes.</p>	<p><b>Heads of Service [Monitoring]</b></p>	<p>2006/7 All Practice Managers received training/guidance by April 07</p> <p>Annual Monitoring reports March 2006/7/8</p>
<p><b>Workforce development</b> A diverse workforce at all levels, confident and competent in working together for equitable service delivery.</p> <p>A <b>management culture</b> that leads excellent equality and diversity practice; is able to evaluate competence; set targets and actively drive progress.</p>	<p>11.1 Workforce information on recruitment, promotion, participants in management development, grievances, disciplinary, dignity at work, and exits monitored to support positive action initiatives.</p> <p>11.2 Positive action on recruitment and retention to include Children's Services work placement scheme; Connecting Communities Project; promoting knowledge and interest in Social Services amongst minority groups and individuals; attracting and engaging other minority community applicants and women.</p> <p>11.3 Learning to extend culturally competent practice and competence in equality and diversity law to be supported through management training; induction; team development events; team meetings; supervision/appraisal.</p>	<p><b>PACT Heads of Service</b></p> <p><b>Children and Families EOs PACT</b></p> <p><b>PACT Heads of Service</b></p>	<p>Under the new Children's Service Trust arrangements, mechanisms will be developed by April 06</p> <p>As in 9 and 10 above</p>



## **7. Appendices**

1. Census information
2. Service/Divisional Equality Impact Assessment
  - Children and Families
  - Finance & Business Services
  - Learning Disability
  - Mental Health
  - Older People/Physical Disability/Sensory Impairment
  - Performance & Quality
  - Policy & Strategy
  - Strategic Commissioning
3. Consultation list
4. Resource list

Please contact Claire Debenham/Atiya Gourlay if you would like to see the appendices

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