

Equality objectives 2012 – 2015 Report

Equality and Diversity
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Purpose of the document

The Council's Equality Pledges

- We will ensure that the design, delivery and commissioning of services are fair, equitable and accessible
- We will enhance cohesive communities and promote equal life chances for all

- Based on research, consultation and engagement and the Equality Analysis process, the Council decided to adopt a set of specific equality and diversity objectives, which will enable the organisation to target the most persistent areas of inequalities faced by both employees and residents.
- This document aims to explain how equality objectives have been determined, what improvements will be achieved and how progress will be measured over the next 4 years.
- The main drivers behind the document are:
 - a) compliance with the Public Sector Equality Duty of the Equality Act 2010
 - b) improve the Council's performance against the Equality Framework for Local Government
 - c) ensure that the Council's Equality Pledges become reality

To view the Council's policy statement for employment and service delivery, please visit:

<http://www.cheshirewestandchester.gov.uk/default.aspx?page=12577>

Approach adopted by Cheshire West and Chester Council

- Equality objectives have been based on multiple information sources (equality monitoring, results of consultation and engagement with staff and residents, Equality Analysis process, contribution from Elected Members, local and national research) and represent the Council's collective understanding of the major issues the protected groups in Cheshire West and Chester are facing.
- Equality objectives have been developed on a service level and form an integral part of the business planning process. Although the objectives are set for 4 years, the actions and milestones will be reviewed annually in line with the business planning cycle to ensure they remain challenging and reflective of current developments and circumstances.
<http://www.cheshirewestandchester.gov.uk/default.aspx?page=5666>
- Wherever possible the objectives are SMART (specific, measurable, achievable, realistic and timed). However, in some circumstances, milestones rather than measurable targets were better used in the first 12 months.
- The equality objectives have been extensively discussed and refined by the individual Equality and Diversity Directorate Groups, the Equality Steering Group, DMTs and individual officers relevant to the success of the objectives, but who are not necessarily part of the official E&D structure.

Corporate equality and diversity priorities

The Council has committed to focus on improving outcomes for residents and employees over the next 4 years with regard to the following key areas:

- CEDP 1 To understand the needs of minority groups
- CEDP 2 To provide easy access to services and information
- CEDP 3 To improve participation of under-represented groups in community life and in the democratic process
- CEDP 4 To work more closely with third sector groups
- CEDP 5 To be committed to equality and diversity when commissioning services or purchasing
- CEDP 6 To enhance older people's independence and raise awareness of their needs and aspirations
- CEDP 7 To support rural communities to access key services such as healthcare, transport, jobs and training
- CEDP 8 To reduce the impact of poverty and deprivation in the community and improve health inequalities
- CEDP 9 To increase communities' confidence to report hate incidents, domestic abuse and anti-social behaviour
- CDEP10 To increase the diversity of the Council workforce and maintain the reputation of an equal opportunities employer

E&D objectives - Resources

E&D objective (Link to Corporate E&D priorities)	Actions	Measures	Target / completion date	Responsible officer / Service	Evidence informing the objective
The Council commissions targeted services in line with its communities' priorities and needs (CEDP 7)	<ol style="list-style-type: none"> 1. Mapping out the needs and priorities of our communities 2. Introduce a clear, fit for purpose commissioning process 3. Gather regular feedback and improve systems already in place 	<p>Number of mappings undertaken</p> <p>Introduction of clear commissioning process</p>	2012-2013	Alison Armstrong, Carly Brown	<ul style="list-style-type: none"> -Decentralisation and Localism Bill -Sustainable Community Strategy -Big Society workshop – E&D action plan
Create inclusive working environment for all employees (CEDP 10)	<ol style="list-style-type: none"> 1. Improve engagement with staff from minority groups 2. Increase staff confidence to increase reporting of bullying and harassment 3. Follow guidance from organisations such as ACAS, CEHR, to help to create an inclusive workplace 4. Develop an Action Plan in response to the Best Companies Staff Survey, which sets out how the Council will engage more effectively with groups identified as disengaged 5. Address identified gaps as a result of employee monitoring 6. Address under representation of staff with a protected characteristic in specific roles, in the recruitment and selection process 	<p>% change of minority group representation on Everybody In Employee Panel.</p> <p>No of successes achieved by the Everybody In panel in driving policy change</p> <p>Number of bullying and harassment cases reported and % of cases resolved</p> <p>Establish a network of Dignity at Work Supporters</p> <p>Key milestones from staff survey action plan addressing disengaged groups</p>	<p>March 2013</p> <p>Dec 2012</p> <p>High %</p> <p>March 2013</p>	Sam Brousas, Rob Jones	<ul style="list-style-type: none"> -Equality Act 2010 -Consultation exercise with external reference groups 2011 covering all equality strands -Everybody In Employee Panel consultation -People panel consult. -Workforce strategy and action plan -HR Equality Analysis -EFLG Peer Assessment Report -Employment Monitoring Report

E&D objectives – Resources cont.1

E&D objective	Actions	Measures	Target / completion date	Responsible officer / Service	Evidence informing the objective
Investigate for and address a potential pay gap (CEDP 10)	1. Carry out Equality Analysis and Equal Pay Audit	Analysis carried out post implementation of revised terms and conditions	Nov 2013	Sam Brousas, Rob Jones (HR)	-Equality Act 2010 -Job evaluation process -Consultation on new terms and conditions -HR Equality Analysis
Equality profile of Council employees and the management matches the profile of communities of West Cheshire (CEDP 10)	1. Analyse existing workforce profile 2. Compare the workforce profile against local community profile to identify gaps between the two 3. Develop an action plan consisting of key actions to address gaps identified	Staff surveys are sent out to all Council employees Staff survey results are published Action plan to address equality profile gaps implemented	March 2013 Dec 2013	Sam Brousas, Rob Jones (HR)	-Equality Act 2010 -Consultation exercise with external reference groups 2009 - 2010 covering all equality strands
Increase benefit take up from eligible groups who do not traditionally engage with the system, to help reduce income deprivation and improve health and wellbeing (CEDP 8)	1. Work closely with R&I and E&D teams to better understand the community and make the best use of data profiling 2. Work closely with partners and stakeholders to ensure greater awareness and joined- up service delivery 3. Continue with targeted campaigns 4. Ensure the service is accessible to all groups 5. Seek regular feedback from customers, partners and stakeholders to continuously improve service provision	Data match benefits claims to Mosaic data profiles - % of eligible households claiming Annual amount of new benefit awarded (£'000) Number of service improvements as a result of customer, partner and/or stakeholder feedback	Complete initial data profiles by March 2012 March 2012 (annual target) TBA	Bev Wright	-EA Benefit take up -Consultation exercise with external reference groups - Benefit take up profiling information compared against Mosaic and other data sources

E&D objectives – Resources cont.2

E&D objective	Actions	Measures	Target / completion date	Responsible officer / Service	Evidence informing the objective
Create opportunities for local area and local businesses through the Council's procurement process (CEDP 5)	1. Make the procurement process transparent and accessible to local SME	-Review procurement strategies to identify categories of strength in the local supply chain -Engage with Business Link to offer "The Chest" training to local suppliers -Deliver E&D Actions as per Procurement Strategy Plan	Summer 2012 Autumn 2013	Andrew Williams	-PQQ – E&D element -Economic assessment report -Bouncing back campaign -Chess data -EHRC guidance on Equality in Procurement
Ensure that all polling stations are accessible to everyone (CEDP 2/CDEP 3)	1. Review of Access Audit reports 2. Formulate an action plan based on above review 3. Implement recommendations 4. Train polling station staff in Equality and Diversity	-% polling stations with portable ramps -Level of accessibility at polling stations (scoring system based on polling station review every 4 years)	May 2013 2012	Gina Jones, Graham Garnett	-Human Rights Act -National research (report by Scope 2010) -Access audit review report CWAC -Electoral services EA
Encourage under-represented groups to participate in public life and democratic process (CDEP 2/CEDP 3)	1. Continue to engage elected members in equality monitoring 2. Devise targeted programmes to encourage under-represented groups to register on electoral register and become part of the election process 3. Make public Council meetings accessible to under-represented groups	% of councillors that have completed an Equality Monitoring form % change in Election turn out per ward Measures derived from Focus Group feedback	Dec 2012	Mandy Ramsden, Penny Housley, E&D Member Champion	-Public meetings monitoring process -Elected Members monitoring process -National initiative – Elected Members Shadowing Scheme (OBV)
All public areas of Council buildings are accessible	1. Create summary of compliance within property portal	100 % of buildings with accessible public areas by	March 2016	Kathryn Jones, Maria O`Neill	-Consultation exercise with external reference groups

E&D objectives – Adults Health and Social Care

E&D objective	Actions	Measures	Target / completion date	Responsible officer / Service	Evidence informing the objective
Make sure contracts with external providers include E&D clauses that are acted upon (CDEP 5)	1. Ensure fair service provision is free of discrimination on all protective grounds including marriage and civil partnership	Top 10% largest contracts include E&D clauses and their delivery are regularly E&D monitored	June 2012	J. Riley	-Consultation exercise with external reference groups 2011 -Decentralisation and Localism Bill
Increase confidence in bullying/harassment and adult safeguarding reporting system (CEDP 9)	1. Cases are dealt with effectively 2. Reporting system is promoted widely to all segments of the community 3. General statistics published annually (broken down by E&D strands)	100% of reported cases are resolved timely and efficiently	30 Sep 2012 (review position)	J. Riley	-Prevention sub group adult safeguarding -Consultation exercise with external reference groups 2009 - 2010 covering all equality strands
Ensure personalisation service is appropriate to the need of all communities and is available to those who are traditionally under-represented (CEDP 6)	1. Support plans have evidence that equality and diversity issues are recognised and addressed 2. Specific policy development to support those most at risk of being socially excluded (ie people who exhibit challenging behaviour)	Quality audit of in-house provider services and review of quality audits from external contractors	Sep 2012 (review progress)	J. Riley	-Personal budget EIA -Personal budget consult., incl. E&D profiling -Consultation exercise with external reference groups 2011 covering all equality strands
Devise and deliver targeted actions on health inequalities in specific areas and communities (CEDP 6)	1. Analysis of learning from the “Five to Strive” pilot project 2. Work with Parish Councils, Community Groups, Area Partnership Boards etc. to develop and implement local action plans	Completion of evaluation report Communities equipped to use toolkit	July 2012	C. Davis	-Health Inequalities 2009 Report, Health Committee (national level) -Five to Strive project (Cheshire West and Chester)

E&D objectives – Adult Health and Social Care cont. 1

E&D objective	Actions	Measures	Target / completion date	Responsible officer / Service	Evidence informing the objective
Workforce both internal and contracted are competent in E&D and representative of the community they serve (CEDP 10)	<ol style="list-style-type: none"> In conjunction with HR map diversity of the workforce against the protected characteristics Devise positive action (in conjunction with HR) with regard to recruitment of employees and volunteers to achieve diversity 	<p>Completed analysis of workforce for National Minimum Data Set</p> <p>Profile of workforce benchmarked against community and actions identified</p>	<p>31 Dec 2011</p> <p>31 March 2012</p>	J. Riley	<p>-Directorate training plan</p> <p>-Training needs assessment</p> <p>-E&D in performance appraisal process</p> <p>-Consultation exercise with external reference groups 2011</p>
Implement a fit for purpose commissioning process which meets the needs and priorities of the local communities (CEDP 5)	<ol style="list-style-type: none"> Develop more effective intelligence, which includes reliable evidence about the needs of particular groups and communities Ensure public health data, Joint Strategic Needs Assessment and outcomes of engagement/consultation and equality monitoring are used effectively to influence service delivery 	<p>Clear and accurate population profile. Effective system for contributions and analysis is in place</p> <p>Evidence of partner and stakeholder involvement</p>	<p>31 Dec 2012</p> <p>31 Dec 2012</p>	<p>C. Davis</p> <p>C. Davis</p>	<p>-Directorate stakeholder events</p> <p>-Consultation exercise with external reference groups 2011</p> <p>-E&D in PQQ and contracts</p> <p>-JSNA</p>

E&D objectives – Adults Health and Social Care cont. 2

E&D objective	Actions	Measures	Target / completion date	Responsible officer / Service	Evidence informing the objective
Implement a fit for purpose commissioning process which meets the needs and priorities of the local communities (CEDP 5)	Ensure that Directorate contracts and procurement process are commensurate with best equality and diversity practice	All contracts and subsequent procurement accords	30 June 2012	J. Riley (Improvement and Development)	
Improve diversity of stakeholder engagement structures across all the diversity strands (CEDP 2)	<ol style="list-style-type: none"> 1. Review stakeholder network and benchmark against wider community 2. Widen profile of stakeholder network and its linkages with other groups to ensure greater diversity in representation 	<p>Completion of review</p> <p>Evidence of changes to profile of network and connection of groups</p>	<p>31 March 2012</p> <p>31 March 2013 (review progress)</p>	J. Riley	Directorate stakeholder events - EA carers strategy
Ensure an accessible, transparent and fair funding system of third sector organisations to enable them to deliver services more efficiently (CEDP 5)	<ol style="list-style-type: none"> 1. Promote the opportunity of funding via the 3rd sector assembly and community groups 2. Consult on grant funding criteria with 3rd sector groups 3. Review the current scoring matrix to assess bids 	<p>Increased number and diversity of organisations applying for grants</p> <p>Number of consultation meetings held</p> <p>Scoring matrix developed and used</p>	<p>Feb 2013</p> <p>Feb 2013</p> <p>Dec 2012</p>	Joanne Jones	<p>-Decentralisation and Localism Bill</p> <p>-Sustainable Community Strategy</p> <p>-Big Society workshop – E&D action plan</p>

E&D objectives – Children and Young People Services

E&D objective	Actions	Measures	Target / completion date	Responsible officer / Service	Evidence informing the objective
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BCI 1 - Enabling and sustaining excellence

<p>Demonstrate an evidence based commitment to the delivery of the corporate equality and diversity priorities 2012-2015 through Directorate management teams and equality and diversity groups (CEDP 1-10)</p>	1. Promote services in innovative ways. Why aren't people using services?	Consultation and feedback from minority groups leading to proposals on how to tailor services to the needs of minority groups	31 August 2012	Paula Worthington and Peter Murphy	
	2. Ensure that all work undertaken by the Directorate is clear and in plain English and easily understood. Avoid 'jargon.' Improve communication and marketing and ensure that translation and interpreter services are available when needed	More hard to reach users using services	31 December 2012	Philip Segurola and Paula Worthington	
	3. Review process of tendering to enable third sector an opportunity to bid	Number of third sector providers delivering services	31 December 2012	Paul Boyce	
	4. Build equality and diversity into service specifications. Audit equality and diversity into contract monitoring.	Report on equality and diversity issues in commissioned services to Children's Trust Board.	31 December 2012	Terry Jones and Paula Worthington	
	5. Identify barriers to access in rural areas				
	6. Develop Early Intervention Strategy				
	7. High profile, targeted campaign to encourage the community to make reports, led by the Children's Trust Board and with elected Member	Increase of usage of services in rural areas	31 December 2012	Paul Boyce and Sandra Campbell	

E&D objectives – Children and Young People Services cont. 1

E&D objective	Actions	Measures	Target / completion date	Responsible officer / Service	Evidence informing the objective
BCI 2 - Improving the quality and consistency of social work and multi-agency practice and planning for children; delivering the right services, to the right children at the right time – Safeguarding					
Training and awareness raising for staff and elected members (CEDP 1)	1. Peer Challenge of equality and diversity by LGA	Propose to Corporate Management Team	30 April 2012	Gerald Meham	-EA Children in care -Overview and Scrutiny consultation and report with regard to Children in care -Ofsted safeguarding inspection report -Directorate Equality monitoring
	2. Potential Scrutiny Group Panel	31 December 2012	31 December 2012	Gerald Meehan	
	3. Capture voice of children/parents/carers	Survey of service users' views on how well equality and diversity issues are addressed in service delivery	31 August 2012	Tracey Overs and Paula St. Aubyn	
	4. Embed equality and diversity into the Corporate Parenting Agenda	Review the Pledge to Children in Care to ensure it reflects equality and diversity issues	31 August 2012	Liz Davenport	
	5. Training for adoption and fostering panel members	Evidence that equality and diversity issues are reflected in panel discussions and recommendations	31 August 2012	Philip Segurola	
	6. Analyse whether there is over representation of minority groups in Looked After Children (LAC), Youth Offending Service (YOS) and Child Protection Plan Cases	Report to Senior Management Team with recommendations on	31 August 2012	Paula St. Aubyn and Penny Kay	

E&D objectives – Children and Young People Services cont.2

E&D objective	Actions	Measures	Target / completion date	Responsible officer / Service	Evidence informing the objective
BCI 3 - Improve provision for Children in Care and Care Leavers					
Recruitment and retention of foster carers that reflect cultural and socio/economic group of our looked after children. (CEDP 1)	Targeted recruitment <ul style="list-style-type: none"> - Marketing - Approach people who rule themselves out - Train Panel members 	Quality Assurance via customer feedback <ul style="list-style-type: none"> - Independent Reviewing Officer (IRO) - Children in Care Council 	31 December 2012	Philip Segurola	As above
Ability to match personal advisers to care leavers – specialist workers (CEDP 1)	Reflection of needs of care leavers through a multi-agency approach including the recruitment of males and individuals who reflect care population	Better outcomes measured by sampling service users	31 December 2012	Liz Davenport	
Care placement and school admissions take into account Looked After Children's identity and cultural needs (CEDP 1)	In year Fair Access Policy to reflect cultural needs for children in care		31 December 2012		
	ART Team take into account the diversity of children and young people before considering a placement and develop links with Schools Admission Teams Recruit in borough foster placements to ensure looked after children are able to live in their own community and continue with their education	Fewer placement breakdowns Increased number of Looked After children placed in the Borough	30 April 2012 31 December 2012	Martin Parry Philip Segurola	

E&D objectives – Children and Young People Services cont.3

E&D objective	Actions	Measures	Target / completion date	Responsible officer / Service	Evidence informing the objective
BCI 6 - Raise the attainment for all pupils					
Identify and support young carers to fully attend and participate in school (CEDP 1,2, 3,7)	To work with schools and the Education Welfare Service to monitor attendance. To look at support for access to extra-curricular activities	Ensure rigorous tracking systems are in place to identify underachievement and show effective interventions	December 2012	Achievement and Wellbeing	
To raise the attainment of all pupils particularly vulnerable groups (CEDP 1, 2, 3, 7)	To improve the attainment of pupils on Free School Meals (FSM) Reduce gender gaps Those pupils where English is an additional language (EAL) Gypsy and Traveller children	Consultants are in place to collect, monitor and track progress of EAL and GRT pupils in schools	31 December 2012	Barbara Pickford	

E&D objectives – Children and Young People Services cont.2

E&D objective	Actions	Measures	Target / completion date	Responsible officer / Service	Evidence informing the objective
BCI 3 - Improve provision for Children in Care and Care Leavers					
Recruitment and retention of foster carers that reflect cultural and socio/economic group of our looked after children.	Targeted recruitment <ul style="list-style-type: none"> - Marketing - Approach people who rule themselves out - Train Panel members 	Quality Assurance via customer feedback <ul style="list-style-type: none"> - Independent Reviewing Officer (IRO) - Children in Care Council 	31 December 2012	Philip Segurola	As above
Ability to match personal advisers to care leavers – specialist workers	Reflection of needs of care leavers through a multi-agency approach including the recruitment of males and individuals who reflect care population	Better outcomes measured by sampling service users	31 December 2012	Liz Davenport	
Care placement and school admissions take into account Looked After Children's identity and cultural needs	In year Fair Access Policy to reflect cultural needs for children in care		31 December 2012		
	ART Team take into account the diversity of children and young people before considering a placement and develop links with Schools Admission Teams Recruit in borough foster placements to ensure looked after children are able to live in their own community and continue with their education (placement strategy)	Fewer placement breakdowns Increased number of Looked After children placed in the Borough	30 April 2012 31 December 2012	Martin Parry Philip Segurola	

E&D objectives – Children and Young People Services cont.3

E&D objective	Actions	Measures	Target / completion date	Responsible officer / Service	Evidence informing the objective
Identify and support young carers to fully attend and participate in school (CEDP 1, 2, 3)	To work with schools and the Education Welfare Service to monitor attendance. To look at support for access to extra-curricular activities	Ensure rigorous tracking systems are in place to identify underachievement and show effective interventions		Achievement and Wellbeing	
To raise the attainment of all pupils particularly vulnerable groups (CEDP 1, 2, 3, 8)	To improve the attainment of pupils on <ul style="list-style-type: none"> - Free School Meals (FSM) - Reduce gender gaps - Those pupils where English is an additional language (EAL) - Gypsy and Traveller children 	Consultants are in place to collect, monitor and track progress of EAL and GRT pupils in schools	31 December 2012	Barbara Pickford	

BCI 7 - Special Educational Needs - Lead Ann Moore

	Audit SEND services to children to ensure issues of equality in service provision are considered and acted upon	Identified key providers within Education, Health, Social care and 3 rd Sector – including Adult Services	April 2012	Melanie Theobald	
	Establish a multi-agency group (as part of SEN and Disabilities Partnership Board)		August 2012		
	Map current services and complete an analysis				
	Consult with stakeholders to identify				

E&D objectives – Communities and Environment

E&D objective	Actions	Measures	Target / completion date	Responsible officer / Service	Evidence informing the objective
Improve accessibility of the website and i-west (CEDP 1)	<ol style="list-style-type: none"> 1. Implement recommendations from the Shaw Trust review 2. Obtain feedback from users and act on recommendations, provide feedback 3. Increase satisfaction of disabled users 	<p>Adoption of 100% Shaw Trust recommendations through site redesign for the main CWAC website, iwest and microsites under the Online Services Team control. Continued policing and educating of owners of other corporate sites to ensuring “owners” all fully comply with the appropriate requirements / legislation</p> <p>Development of a Web Design Policy to be implemented in all future CWAC web development (incl. Development on behalf of shared services and third party companies)</p>	Sep 2012	P. Orchard; A. Glaves (ICT)	<ul style="list-style-type: none"> -EA web and i-west accessibility -Shaw trust report -Users comments -Consultation exercise with external reference groups 2011 covering all equality strands -Service led consultation exercise on specific web pages (Carers’ My life, my choice with Older People’s Network etc.)
	<ol style="list-style-type: none"> 4. Obtain feedback from users and act on recommendations, provide feedback 	<p>Continued review of customer feedback relating to CWAC websites, combined with a yearly assessment – either online survey or offline focus group – to measure developing opinions. Regular reporting on actions taken as a result of such feedback.</p>	Sep 2012		

E&D objectives – Communities and Environment cont.2

E&D objective	Actions	Measures	Target / completion date	Responsible officer / Service	Evidence informing the objective
Improve accessibility of the website and i-west (CEDP 1, 2)	5. Increase satisfaction of disabled users	Highlight continued accessibility web improvements, offering a straightforward way for disabled users to report specific issues to the Online Services Team	Sep 2012 Ongoing	P. Orchard; A. Glaves(ICT)	
Make sure all One Stop Shops are fully accessible to all residents (CEDP 1, 2)	<ol style="list-style-type: none"> 1. All One Stop Shop employees have the skills and facilities to deal with customers queries 2. Customer services are improved based on consultation and involvement of residents including minority groups 3. ESOL classes are offered to customers requiring language support when dealing with customer services (translation/interpretation) 	<p>100% of customer service employees trained in dealing with diverse range of customers</p> <p>Customer satisfaction survey results showing improvements across all the E&D strands</p> <p>Number of referrals to E&D (equalities@cheshirewestandchester.gov.uk)</p>	Autumn 2012 Ongoing reviewed annually	J. Bellis; C. Edwards	<p>-Customer services EAs</p> <p>-Customers comments, complaints, compliments system</p> <p>- Access audits reports where available</p>
Ensure residents are feeling more safe in the Borough (CEDP 9)	<ol style="list-style-type: none"> 1. Increase public awareness of how to report Antisocial behaviour and hate incidents 2. Reported cases are resolved promptly and effectively and feedback 3. Regularly publish summary results of hate incident reports 			G. Butler	<p>-Safer and Stronger partnership</p> <p>-Hate incidents reporting</p>

E&D objectives – Communities and Environment cont.3

E&D objective	Actions	Measures	Target / completion date	Responsible officer / Service	Evidence informing the objective
Ensure residents are feeling more safe in the Borough (CEDP 8)	1. Increase awareness of the Domestic violence reporting amongst traditionally underrepresented groups (BME, men, LGBT)	-20% increase in referrals from migrant communities into Multiagency Risk Assessment Conferencing (for the highest risk victims identified via a range of statutory and 3 rd sector agencies)	March 2012	S. Brookes; G. Butler (community safety)	-Migration impact fund project -MARAC stats -Stronger and Safer partnership group -Chester Asian and Minority Council E&D bid
		-20% increase in prosecution of perpetrators whose victims are from a migrant background	March 2012		
		-10 training sessions to specialist and generic staff -10 engagement opportunities with migrant communities -12 men receiving specialist training under RESPECT programme -Directory completed - Awareness raising event held to target under-represented groups	July 2011		

E&D objectives – Communities and Environment cont.4

E&D objective	Actions	Measures	Target / completion date	Responsible officer / Service	Evidence informing the objective
Ensure regulatory services are accessible and vulnerable residents are considered in the Council's response to antisocial behaviour and Environmental health requests (CEDP 1)	<ol style="list-style-type: none"> 1. Establish a regular customer satisfaction survey and measure improvements on year-to-year basis 2. Introduce vulnerability assessment at the first point of contact for all antisocial behaviour and Environmental health service requests 	<p>Introducing a customer satisfaction survey</p> <p>Establishing baseline data</p> <p>Address customers' comments / provide feedback</p> <p>Set up an assessment team and agree aims of the process</p> <p>Undertake consultation with partner groups</p> <p>Vulnerability assessment questions drafted and signed off</p> <p>Update Lagan system to include the new process</p> <p>System implementation</p> <p>Impact reviewed</p>	Vanessa Griffiths to confirm	V. Griffiths; L. Collins (Regulatory services)	-EA Enforcement policy -ASB line stats -ASB feedback
Increase accessibility of the planning applications and decisions (CEDP 1, 2.3)	<ol style="list-style-type: none"> 1. Widen availability of information through web-based electronic means to increase public involvement in the planning process 	<p>Number of applications submitted electronically</p> <p>Number of representations submitted via web</p> <p>User numbers for webpages</p>	Aug 2012	A. Gregory (Planning and Building Control)	-EA Planning and Building control
Consider the needs of all when setting planning fees locally (CEDP 1)	<ol style="list-style-type: none"> 1. Fees are set at the appropriate level which does not discriminate and ensures appropriate access to the planning system for essential development. The needs of disabled residents are at the forefront of the new policy 	<p>Fees setting local policy devised and implemented in line with the national guidance</p> <p>Equality Analysis on the new policy carried out, recommendations implemented</p>	Oct 2012	A. Gregory (Planning and Building Control)	-EA Planning and Building control -Decentralisation and Localism Bill

E&D objectives – Culture and Regeneration

E&D objective	Actions	Measures	Target / completion date	Responsible officer / Service	Evidence informing the objective
Ensure venues and services are accessible to residents (CEDP 1)	<ol style="list-style-type: none"> All employees have the skills and facilities to deal with customers' queries Users and noon users are consulted and involved in service design and delivery and improvements are made in line with the feedback received Targeted actions are taken to encourage under-represented groups to participate in culture and recreational activities Fees and charges reflect the requirement and needs of community groups to access facilities and services 	<p>I learn module completion Dissemination of E&D fact sheets to staff PPG17 survey outcomes (Play-site information taken and translated to 5 year development plan) Playing pitch strategy (completion and 5 year action plan developed) Leisure Centre user questionnaires</p> <p>Annual service plans</p> <p>Annual review carried out EIA carried out on concessions policy</p>	<p>Ongoing / Dec 2011</p> <p>Dec 2011 (5 year plan in place)</p> <p>May 2011 Action plan in place Dec 2011 Annual date to be set April 2011</p> <p>April 2011</p> <p>April 2011</p>	Ch. Cook (Culture and Recreation)	<p>-EA Affordability and Accessibility -Service equality monitoring -Consultation exercise with external reference groups 2009 - 2010 covering all equality strands</p>
Embed sound principles of equality and diversity into the commissioning process (CEDP 3)	<ol style="list-style-type: none"> Equality and Diversity is a key consideration when services are commissioned or grants given to 3rd sector 	Inclusion in contracts Consideration given in formation on Cultural Community Interest Company (CIC)	<p>Community Interest Company (CIC) set up April 2011 Sport Cheshire – Sep 2011 Play site inspection/ maintenance contract Sep 2011 (Annual contracts usually run 31</p>	M. Dix; J. Doherty (Culture and Recreation)	- Equality Act 2010

E&D objectives – Culture and Regeneration cont. 1

E&D objective	Actions	Measures	Target / completion date	Responsible officer / Service	Evidence informing the objective
<p>Maximise employment opportunities for vulnerable groups – the long term unemployed, people with disabilities, care leavers in particular (CEDP 9; CEDP 6)</p>	<ol style="list-style-type: none"> Embed initiatives and projects targeted at the vulnerable groups within the Council to deliver tangible outcomes via Gateway to Work, WorkChoice Programme, Supported employment and the Housing, Health, Employment, Enterprise and Training (HEET) Centre Equality and Diversity clauses (in line with the Single Equality Act 2010 requirements and the level 3 Equality Framework for LG requirements) are agreed and adhered to in 3rd sector contract for service agreements when work is delivered by other parties 	<p>Secure pledges from various CWaC departments for Gateway opportunities</p> <p>Deliver required outputs on the WorkChoice contract</p> <p>Evaluation to measure distance travelled of residents accessing the HHEET Centre</p> <p>Contract Agreements have relevant clauses documented with them</p>	<p>30 jobs to be pledged by Dec 2011 Jobs to be filled by May 2011 Monitored monthly</p> <p>Evaluation methodology being established</p> <p>April 2011 / 2012 / 2013 / 2014</p>	<p>J. Stanley-McCrave (Regeneration)</p>	<p>-EAs Access to employment support, upskilling provision across Cheshire West</p> <p>-Economic Assessment Cheshire West and Chester</p> <p>-Job centre jobseekers data</p> <p>-Economic recession action plan (LSP – business, enterprise and culture)</p>

E&D objectives – Culture and Regeneration cont. 2

E&D objective	Actions	Measures	Target / completion date	Responsible officer / Service	Evidence informing the objective
Increase the number of adult learners from under-represented groups who successfully complete training programmes (CEDP 6, CEDP 2)	1. Enrolment and completion by learners from priority wards, rural areas, learners with disabilities, 75+ learners, male and non-white background	Target Enro: Priority wards – 25.23% Rural – 11.01% Disability – 12% 75+ - 5.75% Males 15-59 – 13.12% and 60-74 7.89% Non-white – 1.55%	Monitored termly (3xpa) for annual SAR – produced December 2011	C. Latham (Regeneration)	-Adult learning EIAs -Service equality monitoring (Monitoring report 2010) -Adult learning Ofsted inspection 2011
Improve the engagement of young people and employers in Apprenticeship programmes (CEDP 6, CEDP 2)	1. Build on enabling young people from the local community the opportunity to develop – leading to enhanced employment opportunities for those young people from the most deprived areas of the Borough	Monitor new recruits and analyse areas of deprivation	Quarterly throughout the academic year	P. Kelly (Regeneration)	-Economic assessment report -Job centre job seekers data -Consultation exercise with external reference groups 2009 - 2010 covering all equality strands -NEET data -Safer and Stronger communities partnership
Diverse segments of the community actively shape regeneration development projects in the Borough	1. Increase involvement of consultees from diverse background in consultation on key regeneration projects 2. Develop a more robust system to capture data collection	Number of consultees / responses per project Publish a breakdown of feedback by equality categories including responses	April 2012 April 2013	K. Connolly (Regeneration)	-special projects monitoring

E&D objectives – Culture and Regeneration cont. 3

E&D objective	Actions	Measures	Target / completion date	Responsible officer / Service	Evidence informing the objective
Reduce homelessness in Cheshire West (CEDP 8)	1. Commission services to prevent homelessness among vulnerable groups	Services in place: -Outreach for rough sleepers -FIRM foundations – mediation and support for young people -Sanctuary – Scheme for victims of domestic abuse Protocols in place	July 2011	J. Walters	-Homelessness strategy consultation, performance data and EIA
	2. Develop protocols to improve partnership working for vulnerable groups	1) Between Housing solutions and Children’s services 2) Housing solutions and domestic abuse services	June 2011		
Increase site provision (both socially rented and private pitches) for Gypsies and Travellers to meet the need established in the Gypsy and Traveller Accommodation Assessment (GTAA) (CEDP 1, CEDP 8)	1. Consultant employed and study undertaken looking at all available land across CWaC which would be suitable, deliverable and sustainable for G&T sites: 2 permanent and 1 transit. There needs to be a mix of socially rented sites and small private family sites	Suitable land is identified and 3 planning applications are put forward to meet the local need for socially rented pitches	Nov 2012	D. Taylor; P. Bamford; J. Owens; F. Edwards (Strategic housing, Planning)	-Gypsy and Traveller Accommodation Assessment -Here to stay - CHAWREC research -National research
	2. Proactively engage with Gypsy and Traveller families looking for land for private sites and support them through the planning process. Introduce	Reduction in the number of retrospective planning applications. Reduction in the number of complaints / FOIs from the settled community in relation to unauthorised developments. Increase in the number of Gypsies and Travellers approaching the council for planning support	April 2012		

E&D objectives – Culture and Regeneration cont. 4

E&D objective	Actions	Measures	Target / completion date	Responsible officer / Service	Evidence informing the objective
<p>Raise awareness of G&T issues (CEDP 7)</p>	<ol style="list-style-type: none"> Welcome Packs for all new private sites clearly balancing rights and responsibilities for example Council Tax Bills, waste collection details Training / awareness sessions for all elected members across CWaC (ward and parish), local residents groups, schools, internal and external partners. Update the information on the webpages with myth busting information and FAQ for both the public and the Gypsy/Traveller communities 	<p>Increased number of people accessing the training events and webpages. Awareness sessions on the members training agenda each year</p>	<p>March 2012 June 2012 ongoing</p>	<p>D. Taylor (Strategic Housing)</p>	<p>-EIA Procedure for unauthorised encampments of Gypsies and Travellers -Consultation exercise with external reference groups 2011 -G&T liaison officer -CHAWREC research -National research</p>
<p>Ensure BME accommodation needs are assessed (CEDP 7)</p>	<ol style="list-style-type: none"> Development of a BME Strategy / Position statement – updating information from the legacy authorities 	<p>Increase in BME customer satisfaction</p>	<p>April 2012</p>	<p>D. Taylor (Strategic Housing)</p>	<p>-Consultation exercise with external reference groups 2011 -MIF project and other partnership led data sources (CFRS, Cheshire East Council, PCT)</p>

E&D objectives – Culture and Regeneration cont. 5

E&D objective	Actions	Measures	Target / completion date	Responsible officer / Service	Evidence informing the objective
<p>Ensure that the profile of involved residents more closely matches the profile of our customer base (CEDP 2)</p>	<p>1. Increase the range and number of tenants actively involved in the design and scrutiny of the service</p>	<p>Annual monitoring reporting</p>	<p>March 2012</p>	<p>N. Chambers (Housing Management)</p>	<p>-Housing management eq. data -Tenants eq. profiling -Consultation exercise with external reference groups 2011</p>
<p>Ensure that any difference in satisfaction levels between equality strands is investigated and the reasons established (CEDP 1)</p>	<p>1. Analyse and monitor satisfaction levels for different equality strands/groups for different services 2. Investigate differentials in satisfaction levels between equality strands/groups</p>	<p>Customers satisfaction results disaggregated by strand, analysed and published Action plan published</p>	<p>Sep 2012</p>	<p>N. Chambers (Housing Management)</p>	<p>As above</p>
<p>Where differences in satisfaction levels are established, put in place action plans to ensure equality of outcomes (CEDP 1)</p>	<p>1. Instigate action to ensure equality of outcome for different equality strands/groups</p>	<p>Action plan published</p>	<p>March 2012</p>	<p>N. Chambers (Housing Management)</p>	<p>As above</p>