

# ***Equality For All***

**Cumbria County Council Single Equality Scheme  
2010 -12**

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## Policy Statement

The County Council is committed to achieving equality for everyone in Cumbria, whether they are here to live, work or visit. For this reason we have signed up to the Equalities Review's vision for an Equal Society:

'An equal society protects and promotes equal, real freedom and substantive opportunity to live in ways people value and would choose, so that everyone can flourish.'

'An equal society recognises people's different needs, situations and goals, and removes the barriers that limit what people can do and can be.'  
*Fairness and Freedom: The Equalities Review (February 2007)*

To achieve this vision we need to make sure that Equality is a part of everything we do. For each of us this means that we need to 'think' equality, to understand how it relates to our jobs, and to show how this can address areas of disadvantage.

In 2008 the County Council achieved Level 3 of the Equality Standard for Local Government. That achievement reflected out work with partners to ensure that Equality is built into the wider governance of Cumbria and the Local Areas Agreement.

For us the achievement of Level 3 was only half of the journey, and we have used evidence from the Place Survey with the Cumbrian public to establish our Equality priorities for the next three years.

In creating this Equality Scheme we have worked with our Equality Partners AWAZ (Cumbria), Cumbria Disability Network and OutREACH Cumbria to produce what we believe is a comprehensive demonstration of our commitment to Equalities. We are grateful to them for their input advice and guidance. We will continue to work with them in the future to improve and refresh this Scheme and the activities associated with it.

**Equality for All** will demonstrate how we are committed to mainstreaming Equalities.



**Leader of the Council**



**Chief Executive**

# Executive Summary

## What is an Equality Scheme?

An Equality Scheme is a document which sets out how we will meet our legal responsibility to promote equality across everything we do. **Equality for All** is Cumbria County Council's Equality Scheme for 2009-12.

## Do we have to produce an Equality Scheme?

As Cumbria County Council we have a legal obligation to produce the following schemes:

- Race Equality Scheme (since 2002)
- Disability Equality Scheme (since December 2006)
- Gender Equality Scheme (from April 2007).

## What is in the Equality Scheme?

### **Equality for All:**

- Defines the County Council's policy around equality and diversity.
- Ensures that the policy meets the Council's legal requirements around the six equality strands covered in discrimination law, plus a local commitment to rural inclusion and Community Cohesion:
  - Ethnicity
  - Disability
  - Gender (including Transgender)
  - Sexual Orientation
  - Religion/belief
  - Age
  - Rurality and socio-economic status
- Outlines the plan for how the County Council will be among the first County authorities to be assessed as Excellent against the new Equality Framework for Local Government.
- Outlines the key priority areas for achieving equality.
- Outlines a three year action plan for each strategic priority.

## Monitoring the Equality Scheme

The Scheme will be reviewed annually to check progress against actions and refresh the action plan for the following year. The review will include projected costings for the coming year, and will be published on the Council website as an undated version of **Equality for All**.

## Section I: Why do we need *Equality for All* in Cumbria?

‘An equal society protects and promotes equal, real freedom and substantive opportunity to live in ways people value and would choose, so that everyone can flourish.

‘An equal society recognises people’s different needs, situations and goals, and removes the barriers that limit what people can do and can be.’

*Fairness and Freedom: The Final Report of the Equalities Review,*  
February 2007

### The Changing Face of Cumbria

Equality is one of the foundations of public life. Services should be available to anyone who needs them. To do this we must:

- Recognise and understand the diversity of the people in our local area.
- Take action to address disadvantages

The Council Plan for 2010-13 lays out the Council’s Strategy and key commitments. The Council Plan recognises Equality by:

- Including ***Equality for All*** as one of the five core values of the organisation.
- Using the Equality Framework for Local Government to demonstrate how Equality is being embedded throughout the organisation.
- Showing how a number of key achievements have been around projects targeting disability, low income households, older people and people in rural areas.

The Joint Strategic Needs Assessment (JSNA)<sup>1</sup> is jointly produced between Cumbria County Council and NHS Cumbria. The JSNA sets out four key challenges for the county:

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<sup>1</sup> <http://www.cumbriaobservatory.org.uk/JSNA/peopleofcumbria.asp>

- Challenge 1: The aging population and the declining number of young people.
- Challenge 2: Mental health and alcohol misuse
- Challenge 3: The health of children
- Challenge 4: Health inequalities

The key demographic headlines to back this up include:

- Over the next 20 years the number of people in Cumbria above the age of 60 will grow faster than the rest of England.
- With this change will come an increase in the numbers of Disabled people (up to one in four by 2020).
- Since 2001 we have seen a 700% increase in the ethnic diversity of rural areas such as Eden. This is matched by the most rapid growth in the ethnic diversity of Cumbria in living memory.
- Over 40 languages are known to be spoken in Cumbria.

Coupled with the population changes there are real social and economic issues that present both challenges and opportunities:

- There are wards of significant deprivation on a national scale in Barrow and West Cumbria has some of the highest proportions of people on incapacity benefit in England.
- Many of the most talented young people leave Cumbria to seek work elsewhere. In addition the national issues of the gap in educational attainment between boys and girls, and between schools will have an impact on the skills base of the future workforce.
- Migrant workers and established Black and Minority Ethnic Groups have been bringing in new skills and businesses to the area.
- Traditional perceptions about male and female work is preventing men from working in key areas such as the care sector, while women still face challenges in accessing traditional male areas of employment such as fire and rescue, engineering and public sector management.

One in four jobs in Cumbria are in the public sector, and over 20,000 businesses contract with the County Council alone. This gives the County Council and partners a major role in addressing these issues.

Cumbria is also one of Britain's most popular tourist destinations, with 15 million people visiting the county each year. With the low value of the

pound, we can expect an increase in this number and with that, an increase in dependence upon migrant workers and people visiting from overseas. Visitors will also impact on the use of key services including, NHS, highways, fire and rescue and regeneration.

The table below summarises the main Equality issues in Cumbria that the Council is aware of through Equality Impact Assessments and consultation.

- **Ethnicity:** Black and Minority Ethnic people less likely than White British people to feel they belong to the local area.
- **Ethnicity :** There is a growing number of non-UK citizens who are not in education, employment and training and not eligible for benefits.
- **Disability:** Disabled people in Cumbria face specific barriers in access to transport and services.
- **Gender:** Women are less likely in Cumbria to be economically active than in the North West and the UK – rates of women in self employment are considerably lower.
- **Gender:** Political representation of women is low – 25% of the 2009 member intake are women.
- **Gender:** Domestic Violence impacts on victims and families across areas of employment, education, public participation and access to services.
- **Age (children and young people):** Participation with people below 18 is not built into all plans to consult with the public – particularly at a corporate level or outside Children’s Services.
- **Age (young adults):** People aged 18-24 are significantly less satisfied with the area as a place to live.
- **Age and Gender:** Young males are particularly underrepresented in public consultation and engagement with the Council.
- **Age (young adults):** People aged 18-24 are significantly less likely in Cumbria than nationally to be in employment.
- **Age (older men):** A significant proportion of older men are not engaging with services and community groups, which is leading to unaddressed issues around health, welfare, safety and belonging.
- **Sexual Orientation:** There are significant trust and confidence issues in engaging with public services.

## **Comprehensive Area Assessment**

Another major challenge lies in the way in which Local Authorities will be assessed by the Audit Commission. From 2009 all local areas will be subject to a Comprehensive Area Assessment. This will judge local Public Sector organisations on the following:

- How well do local priorities express community needs and aspirations?

- How well are the outcomes and improvements being delivered?
- What are the prospects for future improvement?

We will need to demonstrate that we are working together with organisations such as the Police, NHS Trusts, District Councils, Third Sector organisations and community groups to address these issues, and to use the findings of Joint Strategic Needs Assessment.

Community Cohesion is a critical part of this new way of working, and we will need to be able demonstrate that we are addressing the root causes of poverty, discrimination, community tension and unfair access to services. As part of the Comprehensive Area Assessment we will be judged on how the public view us, and in particular how they feel about their local community.

The Place Survey carried out in November 2008 already highlights a number of inequalities around:

- People from different backgrounds getting on in their local area.
- People feeling they belong to their local area.
- People feeling they can make decisions in their local area.
- People feeling that anti-social behaviour is a problem.

To meet these challenges we need an inclusive definition of Equality.

### **So what do we mean by Equality and Diversity?**

#### **Equality**

Equality is about everyone having the same chances in life and getting the same access to the services they need.

#### **Diversity**

Diversity is about recognising and understanding people's different experiences. We cannot achieve equality without addressing diversity.

Equality is **not** about treating everyone the same.

For Cumbria this means:

- Ensuring Cumbria is a place where people are proud to be who they are and the contribution of all groups is valued.

- Ensuring there are strong and positive relationships between people from different backgrounds in the workplace, in schools and within neighbourhoods.
- Developing programmes to target groups who are at risk of discrimination, disadvantage or who lack a voice in public life.

## **The national challenges to achieving Equality and addressing them in Cumbria**

The Equalities Review in 2007<sup>2</sup> addressed the key barriers to developing an equal society in the UK. The review demonstrated that some groups are more likely have poorer outcomes relating to health, employment, education and community belonging.

A key issue for Local Authorities is to translate these national challenges into a local context. In Cumbria we have made progress in building a profile of key equality gaps based on publicly held data. From this work we know that:

- Girls out perform boys academically.<sup>3</sup>
- Chinese children are more likely to be overweight than any other ethnic group.<sup>4</sup>
- Women are more likely to die prematurely from cancer in 4 out of 6 District Council areas than the national average.<sup>5</sup>
- Disabled people are more likely to be out of work than the national average.<sup>6</sup>

From April 2008 the County Council has been carrying out a programme of Equality Impact Assessments. The findings are set out at Appendix I. They have been used in service planning, and designing our information gathering and targeted community engagement programmes. In particular they have been used to help create **Equality for All** and out plans for undertaking Equality Impact Assessments in the future.

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<sup>2</sup> To access the Equalities Review go to <http://archive.cabinetoffice.gov.uk/equalitiesreview/>

<sup>3</sup> Based on figures monitored by the County Council School Improvement Team.

<sup>4</sup> Based on monitoring by the public health team in NHS Cumbria.

<sup>5</sup> Based on monitoring by the public health team in NHS Cumbria.

<sup>6</sup> Based on Job Centre Plus figures on Incapacity Benefit claimants.

An action for year 1 of **Equality for All** will be to develop a comprehensive set of Equality Impact Assessments and actions and publish them on the Cumbria Observatory.

### **The Local Equality issues arising from the Place Survey<sup>7</sup>**

The Place Survey is a bi-annual survey that is carried out in every local authority to create a snapshot of public perceptions about:

- Their area as a place to live
- The quality of public services
- Priorities for improvements.

The survey identifies a number of inequalities that are summarised below:

#### **Black and Minority Ethnic People** in Cumbria are:

- 19% less likely to feel they belong to their local neighbourhood
- 13% less likely to feel well informed about where to vote.
- 15% less likely to feel that people are treated with respect and consideration (disabled people and people aged 18-24 were also less likely to think people are treated with respect and consideration).
- 14% more likely to consider teenagers hanging around as a problem (disabled people and 18-24 year olds were also more likely to consider this as a problem).

#### **Disabled people** are:

- 15% less likely than non-disabled people to feel safe after dark (women, Black and Minority Ethnic people and 18-24 year olds also feel less safe)
- 7% less likely to feel safe during the day.
- 6% more likely to consider rubbish and litter a problem
- 8% more likely to consider drunk and disorderly behaviour a problem (Black and Minority Ethnic people and 18-24 year olds were also more likely to consider this to be a problem)

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<sup>7</sup> See Appendix 3 for a summary of the Equality Gaps that have been linked to National Indicators reported in the Place Survey. The full Equality analysis will be available on the Cumbria Intelligence Observatory site from end August 2009 <http://www.cumbriaobservatory.org.uk/>

**Disabled and older people are:**

- Less likely to have visited parks and open spaces in their lifetimes.
- More likely to consider road repairs a major local priority.

**People aged 18-24 are:**

- 39% less likely to feel they belong to the local area than the most satisfied age group.
- 34% less satisfied with museums and galleries (this only applies to those that have used them).
- 35% less likely to feel well informed about where to vote.
- 46% less likely to feel well informed about how Council Tax is spent.
- 20% less informed about how to get involved in local decision making.
- 26% less informed about local public services (Black and Ethnic Minority people also felt this).
- 18% less likely to think that people from different backgrounds get on in their local area (Black and Minority Ethnic people also felt this).

In year 1 of Equality for All we will ensure that these findings are being addressed in the Equality Impact Assessments that are being carried out across the Council.

In year's 2 and 3 we will use Equality Impact Assessments to check whether we are taking effective action to address these issues.

**Measuring the success of Equality: The So What? Factor**

The Cumbria Equality Scheme (2007-9) was focused on the processes needed to establish Equality across everything we do. The Scheme was less strong on developing a method for monitoring action to see if it has made a real difference.

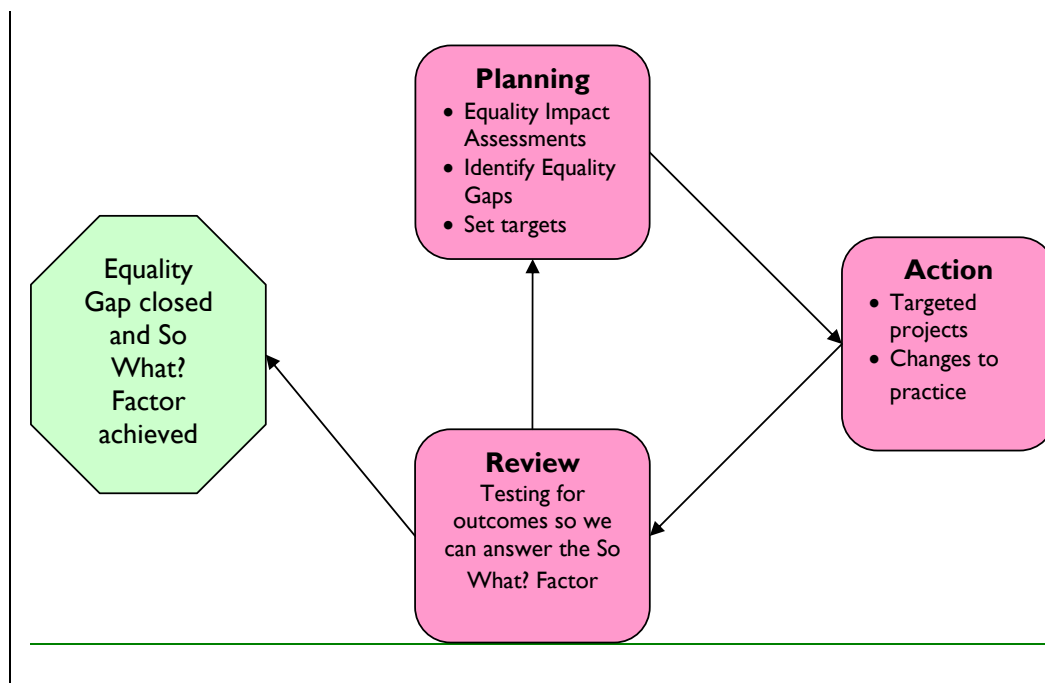
To address this issue we will be introducing the **So What? Factor**. So What? Factors are clear cut equality issues, where people are telling us about the things they want to improve. The whole purpose is to be able to answer the question: 'so what difference has it made?'

In 2006 research with Migrant Workers told us that they wanted more opportunities to learn English. From 2009-11 the Council will set up informal English language sessions that can be held in venues close to people's home and work, and at flexible times.

At the moment this is an **issue** but if we succeed in addressing it and making a difference, then it will become a **So What? factor**

The diagram below explains how the So What? Factor will work. First we have to begin with planning and this means identifying where the equality gaps are and which groups of people they affect.

Once we know this we can take action to address the issues. We will then review this to see if anything has improved.



## **The Equality Framework for Local Government<sup>8</sup>**

The Equality Framework for Local Government is an improvement tool to make sure that local authorities are embedding equality across everything they do.

The Equality Framework recognises that Equality cannot be achieved overnight and sets out three levels of improvement:

- Emerging
- Achieving
- Excellent

By April 2009 Cumbria was one of only 8 County Councils out of 38 have been externally assessed at Achieving (because Cumbria achieved Level 3 under the Equality Standard it is assessed as Achieving under the Equality Framework).

### **Milestones to Excellence – achieving our vision**

The table below sets out some of the key milestones that will help us know we are on our way to achieving excellence in Equality. We have set this according to the following areas:

- **Partnerships and leadership** – this is about making sure that people at the top of all organisations in Cumbria support our vision for an equal society. That this translates into real working together.
- **Equality and Participation** – this is about making sure that people who stand to benefit from our services have a say in the way they are run.
- **Accessible Services** – this is about making sure that our services can actually meet the needs of all people who use them.
- **Building a modern and diverse workforce** – this is about making sure that we have the right workforce, with the right skills and in the right places to deliver on all of our equality objectives.

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<sup>8</sup> Copies of the Equality Framework can be found on <http://www.idea.gov.uk/idk/core/page.do?pageId=9491107>

	2009-10	2010-11	2011-12
Theme for the year	Establishing the need for change	Making progress	Delivering outcomes – the 'So What? Factor'
Partnerships and Leadership	County Council, PCT and District Councils developed shared framework for excellence	All Local Authorities accredited as Achieving under the Equality Framework	Cumbria can demonstrate national leadership in Equality
	Identify the key equality gaps and which services will lead on addressing them.	Ensure every service has started to take action to address equality gaps	Demonstrate the narrowing of equality gaps
Equality and Participation	Introduce Targeted Community Engagement	Targeted communities can tell us if things are improving	Targeted communities can tell us that things have improved
Accessible Services	Develop programme of accessibility targets	Progress towards accessibility targets being met	Sustained improvement to accessibility
Workforce Planning	Map community needs against staff skills and take action to address underrepresented groups in the staff profile	Matching work begun to address community need	Sustained improvement in skills and flexibility of services
	Develop County Council staff engagement programme	Changes to services directly related to staff engagement programme	Complete County Council staff engagement programme

## Section 2: What is an Equality Scheme?

An Equality Scheme is a legal document which sets out our commitments to promote equality across everything we do. It covers the definition of equality, outlines the Council's responsibilities to promote equality and sets out how we will address equality gaps.

**Equality For All** is the County Council's single equality scheme. It shows how we are promoting equality in relation to:

- **Ethnicity:** all Black and Minority Ethnic people and nationalities estimated in 2007 at 4% of the Cumbrian population.
- **Disability:** all people who have an impairment that affects their health, estimated at 20% of the Cumbrian population.
- **Gender:** All men, women and transgender people.
- **Sexual Orientation:** Lesbian, Gay and Bi-sexual people, estimated at 5% of the Cumbrian population.
- **Age:** People who are treated unfairly because of their age.
- **Religion/belief:** Covering all faith groups and people who are agnostic or atheist.
- **Rural and urban social exclusion:** People in rural and urban areas who experience disadvantage compared to other groups in society.

These form the County Council's 7 diversity strands, and the Equality Scheme demonstrates how we will target these groups to address local inequalities.

### Public Sector Duties

From April 2000 all public authorities had a public duty to promote race equality, which has been subsequently extended to disability (2006) and gender (2007). This public duty takes two forms:

- **General Duty:** sets out overall aims for promoting equality.
- **Specific Duty:** particular actions that the authority need to carry out to implement the General Duty.

**Equality for All** will apply all of the duties to every diversity strand and be reviewed and refreshed every year and a new action plan developed. The scheme will also be available on line with an Easy Read Version.

**Equality for All** sets out the functions and policies applicable, the priority we attach to them, and how we assess the impact of applying our duties.

**Excerpt from Commission for Equality and Human Rights Website:**  
<http://www.equalityhumanrights.com/>

### **Public sector duties**

The race, disability and gender duties are known as public sector duties... are statutory duties, meaning that they are legally enforceable. All public bodies... that are subject to the duties are legally obliged to pay 'due regard' to the need to take action on race, disability and gender equality.

### **What does due regard mean?**

The duties require public bodies to pay due regard - this means that the weight given to race, disability, gender equality needs to be in proportion to its relevance. In practice this means that... public bodies will need to prioritise action to address the most significant areas of race, disability, gender inequality in their remit and focus their efforts where they can have most impact.

### **General and specific duties**

The legislative framework has two main components: the general duty and the specific duties. The general duty sets out the main objectives of each of the duties, whilst the specific duties are the steps that public bodies have to take to help them to meet the general duty...

### **Differences between the duties**

Where differences between the duties exist they reflect the different nature of discrimination faced by different groups, the varied communities involved and the lessons learned from the introduction of earlier duties...

### **The single equality duty**

In July 2008 the Government announced plans to introduce a new equality duty. This will cover all seven equality strands, namely race, disability, gender, gender identity, religion/belief, age, and sexual orientation. The duty will not come into force until 2011 so it is important that public bodies continue to meet their legal obligations under the race, disability and gender duties until this time.

The table below outlines the General Duties in current legislation

<b>Race 2000</b>		<b>Disability 2006</b>		<b>Gender 2007</b>	
<b>General Duties</b>	<b>Specific Duties</b>	<b>General Duties</b>	<b>Specific Duties</b>	<b>General Duty</b>	<b>Specific Duty</b>
<p>Eliminate unlawful discrimination</p> <p>Promote equality of opportunity</p> <p>Promote good relations between racial groups.</p>	<p>Assess and consult on the impact proposed policies race equality</p> <p>Monitor policies for adverse impact</p> <p>Publish the results of the impact assessments, consultation and monitoring</p> <p>Review list of functions and policies at least every three years</p> <p>Make sure the public have access to information and services</p> <p>Train staff on both the general and specific duties</p> <p>Carry out employee ethnic monitoring on applications, leavers, employees, training, performance, grievances</p> <p>Publish results of monitoring</p>	<p>Eliminate unlawful discrimination</p> <p>Promote equal opportunities for disabled people</p> <p>Consider the elimination of harassment of disabled people, promotion of positive attitudes and the need to encourage the participation of disabled people in public life.</p>	<p>Information about how disabled people have been involved in the development of the Equality Scheme</p> <p>The authority undertakes impact assessments</p> <p>An action plan sets out steps to meet the general duty.</p> <p>Arrangements in place for gathering information on the effect of the authority's policies and practices</p> <p>Arrangements in place for using this information and preparing subsequent equality schemes</p> <p>Arrangements to gather and make use of information on recruitment development and retention of staff</p>	<p>Promote equality of opportunity; and</p> <p>Ensure that they do not unlawfully discriminate between women and men when carrying out their employment or service functions.</p>	<p>Set out how the authority will gather information on the gender equality in employment and services</p> <p>Use this information to review the implementation of the scheme</p> <p>Assess the impact of its current and future policies</p> <p>Consult relevant employees, service users and others (including trade unions)</p> <p>Ensure implementation of the scheme objectives.</p> <p>Address equal pay issues</p>

## Section 3 Race Equality Scheme

**Equality for All** incorporates our duties under the Race Relations (Amendment) Act 2000.

The General Duty for race equality requires us to:

- Eliminate unlawful racial discrimination.
- Promote equal opportunities.
- Promote good relations between people of different racial groups.

The Specific Duty for race equality requires us to publish a Race Equality Scheme. The Race Equality Scheme outlines our policy on race and a three year action plan which includes the following:

- Monitoring existing functions and carry out Equality Impact Assessments on policies.
- Publishing results of Equality Impact Assessments.
- Making information available and accessible to all groups.
- Training employees to understand race equality.
- Carrying out employee ethnic monitoring on:
  - Applicants for posts
  - Employees in post
  - Training
  - Employees who benefit from performance assessment.
  - Grievances and disciplinaries.
  - Employees who leave the organisation.
- Publishing results of employment ethnic monitoring annually.

**Equality for All** commits us to all of the General and Specific Duties of the Race Relations (Amendment) Act 2000 and together with the action plan in Appendix 7 will outline steps taken to meet the Specific Duties, and will be reviewed annually and refreshed.

### Population

The Black and Minority Ethnic population of Cumbria stands at 4% in 2007. This represents a major increase on the 2% recorded in the 2001 census.<sup>9</sup>

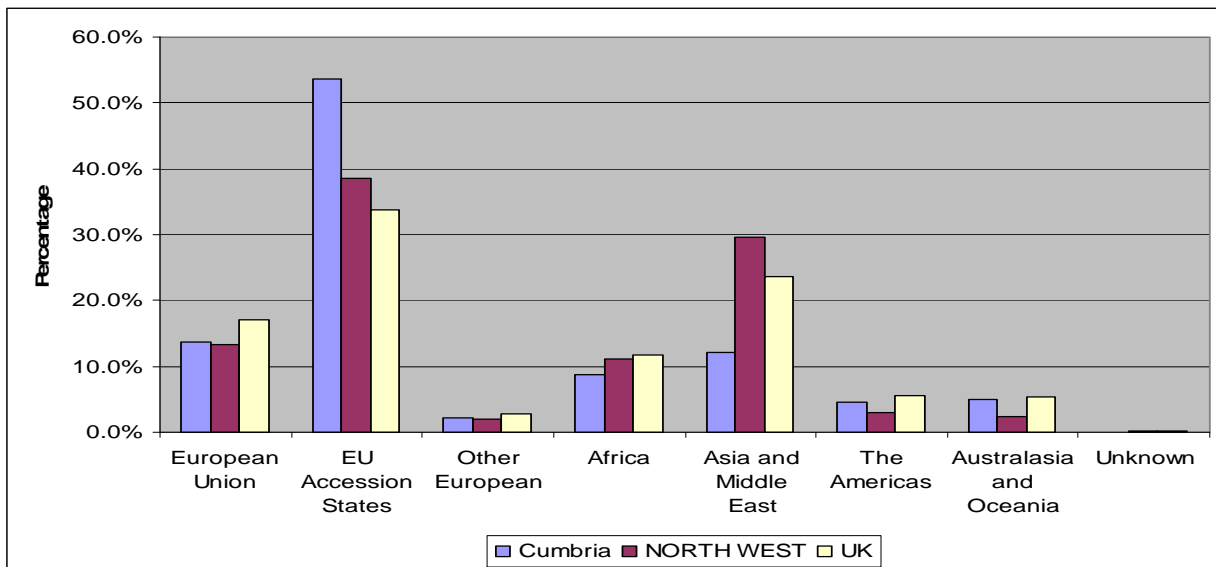
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<sup>9</sup> See <http://www.cumbriaobservatory.org.uk/Population/ethnicity.asp>

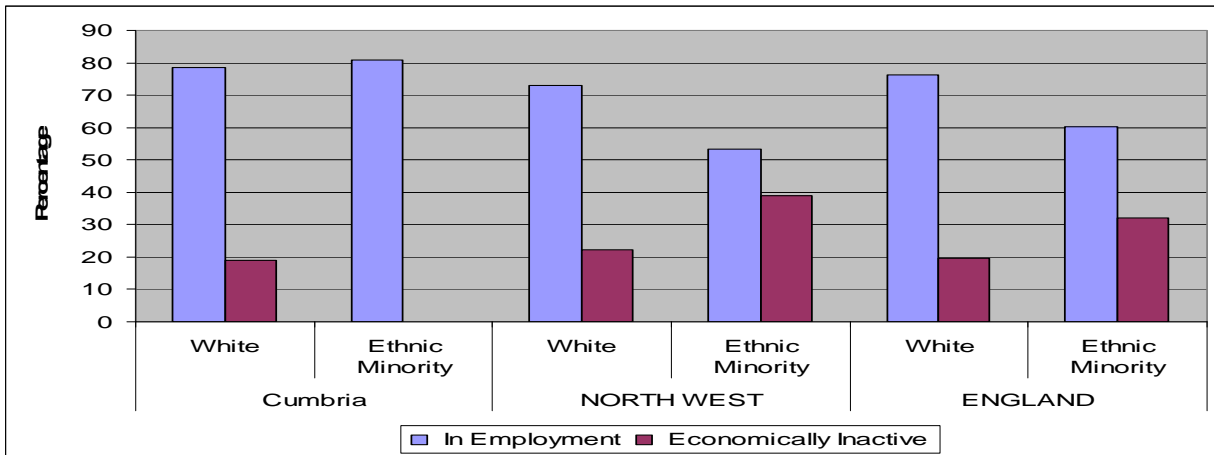
Some rural areas such as Eden have recorded an 700% increase in ethnic diversity since the last census.

Last year 45 languages were required by Cumbria County Council and Cumbria Police for service delivery and recent information indicates that 46 languages are currently used in Cumbria’s schools.

**Migrant Workers:** Cumbria has a higher proportion of Eastern Europeans than the North West and England. This is reflected in the % of requests for translation and interpreting for Children’s Services and the Police, as well as in the ethnic make of people who have used the Cumbria Multi-Cultural Service.



**Employment:** Cumbria has a lower % of non-white Black and Minority Ethnic people who are unemployed that England and the North West, though anecdotal information suggests a growing group of people who are non-UK citizens who are not in employment, education or training. This group do not receive benefits are invisible to official statistics.



### Cumbria Multi-Cultural Service

The Cumbria Multi-Cultural Service is a County Council service that is aimed at people who live and work in the county from Black and Minority Ethnic groups. The service provides a one to one information and advocacy service for individuals who need support to know their rights and have a voice in their services. In 2007- 8 the service had over 3000 customer contacts.

### AWAZ (Cumbria)

AWAZ (Cumbria) are an independent organisation whose aim is to influence policy so that the planning and delivery of services for Cumbria and the North West takes into account the needs of the BME people in Cumbria and rural areas. The word AWAZ comes from the Persian word for Voices.<sup>10</sup>

We have a Consortium Agreement with AWAZ (Cumbria) which commits AWAZ (Cumbria) to the following actions:

Provide strategic advice, guidance and support to the organisations on Race Equality and Black and Minority Ethnic related matters and in working toward complying with Race Equality and relevant legislation, and improved quality of life and services for Black and Minority Ethnic people and communities.

<sup>10</sup> Information about AWAZ can be found on <http://www.awazcumbria.org>

## Gypsy and Travellers in Cumbria

Despite being a small minority of the county's, and the UK's, Black and Minority Ethnic Population, Gypsy and Travellers experience a number of persistent equality gaps that are likely to take a generation or longer to resolve:

- **Educational attainment:** Nationally in 2007 **16%** of Irish Travellers achieved 5+ A\*-C GCSE's or NVQ's and **14%** Gypsy and Roma compared to the overall average of **59%**. So the national evidence is that their educational attainment is the worst of any ethnic group.
- **Health:** A report carried out by University of Sheffield (2004) showed that Gypsy, Roma and Travellers were the most at risk group in relation to infant mortality and adults with long term health conditions.
- **Fire risk:** Gypsy, Roma and Traveller people are **16** times more likely to be a casualty in a fire than other any other group.
- **Prejudice:** The Cumbria Attitudes Survey in 2004 and 2007 showed that **39%** of people surveyed admitted that they felt less positive towards Gypsy, Roma and Traveller groups than any other group, this was significantly greater than negative feelings to any other group.

These issues have led to local authorities developing specialist and targeted services. Often this leads to on-site provision of a range of services that can lead to a number of long-term drawbacks:

- Financial unsustainability given the small numbers against the cost of provision.
- Provision of a level of service that is not available to other sections of the community. This can lead to community cohesion problems.

To address these drawbacks Cumbria County Council and the Cumbria Strategic Partnership need to develop a long term approach that:

- Demonstrates a balance between the needs of Gypsy Travellers and value for money.
- Establishes a link between targeted activity and improved outcomes.
- Ensures that targeted activities are not creating a cycle of dependence on specialist services.

- Promotes equality and reduce any inequalities or perceived inequalities in service provision.
- Ensures the Council's statutory duties are observed.

In year 1 of **Equality for All** we will carry out an engagement programme with stakeholders and report to Cumbria Strategic Partnership with recommendations for taking a long term approach to addressing the needs of Gypsy Travellers in the county.

**Equality for All** sets out how we will meet our General and Specific duties in respect of Race Equality and how we will involve communities in contributing to that;

- In Section 10 – how we will deliver leadership and partnerships
- In Section 11 – how we will deliver engagement and participation
- In Section 12 – how we will deliver accessible services
- In Section 13 – how we will deliver a modern and diverse workforce

### Summary of how we will meet the Specific Duties

Specific Duties	Activity	Year
Assess and consult on the impact proposed policies on race equality	<p>Ensure that Targeted Community Engagement is reaching a cross section of Black and Minority Ethnic People</p> <p>Write to everyone who has taken part in the Targeted Community Engagement to explain what actions have been taken</p> <p>Ensure that key public surveys are carrying out ethnic monitoring so results can be compared.</p>	2009 and ongoing
Monitor policies for adverse impact	Check all proposals against the findings of Equality Impact Assessments.	March 2010
Publish the results of the impact assessments, consultation and monitoring	<p>Publish:</p> <ul style="list-style-type: none"> <li>• Results of new and refreshed EIA's following completion</li> <li>• Report on the Targeted Community Engagement</li> <li>• Core monitoring data linked to population, service uptake, complaints and hate crimes.</li> </ul>	March 2010
Make sure the public have access to information and	<p>Transfer current translation and interpretation contract to Applied Language Solutions to provide:</p> <ul style="list-style-type: none"> <li>• Face to face interpreting</li> </ul>	March 2010

services	<ul style="list-style-type: none"> <li>• Telephone interpreting</li> <li>• Translation</li> </ul> <p>Refresh the Welcome to Cumbria information on the County Council Website in multiple languages</p> <p>Ensure that the Welcome to Cumbria document has links to national information in multiple languages</p>	
Carry out employee ethnic monitoring as required under Race Equality duties	<p>Develop a regular management information report on the diversity of Cumbria CC workforce profile.</p> <p>Develop a set of workforce planning outcomes and measures</p> <p>Carry out an annual workforce planning EIA</p> <p>Publish results of monitoring</p>	Roll out April 2010
Train staff on both the general and specific duties	Ensure all staff access the E-learning module on legal duties and that the % of staff completing the E-learning is monitored	Rollout April 2010
Review the list of functions/policies at least every three years	List published as an appendix in <b><i>Equality for All</i></b> and refreshed each year	Review annually

## Section 4: Disability Equality Scheme

*Equality for All* incorporates our duties under the Disability Discrimination Act 2005.

The General Duty for disability equality requires us to:

- Promote equality of opportunity between disabled and other persons.
- Eliminate unlawful discrimination.
- Eliminate harassment of disabled people.
- Promote positive attitudes to disabled people.
- Encourage participation by disabled people in public life.
- Take into account a disabled person's disability even if it means treating the disabled person more favourably.

The Specific Duty states that we must implement the General Duty by publishing a Disability Equality Scheme which:

- Gather information on effect of policies and practices using it in preparing schemes
- Includes a three year action plan in the scheme.
- Publishes the results of the scheme each year.
- Involves disabled people in all stages of the scheme.
- Monitoring existing functions and carrying out Equality Impact Assessments of policies and procedures to make sure that disabled people are not being treated unfairly.
- Gathering and making use of information in the recruitment development and retention of staff.

***Equality for All*** commits us to all of the General and Specific Duties of the Disability Discrimination Acts. The action plan in Appendix 7 will outline steps taken to meet the Specific Duties, and will be reviewed annually and refreshed.

### **Definitions of disability**

One of our key goals is to challenge the view that the inequality faced by disabled people is down to their medical 'problems'.

This medical model has fed negative stereotypes held by non-disabled people such as:

- Focusing only on what a person cannot do.
- Making assumptions about what is best for the disabled person.
- Thinking that disabled people lack intelligence.
- Feeling embarrassed among disabled people.
- Bullying and harassing disabled people.

These negative stereotypes show that improving access is only one part of the story.

The Disability Equality Scheme firmly places public bodies within the Social Model. The key priorities in the scheme, and the action plan at the end, show what we need to do to make it happen.

Disability is any condition that affects a person in their day to day life. In the Disability Discrimination Act (DDA) this is called an impairment.

The DDA now recognises around 400 impairments including:

- Mobility impairments (requiring aids such as sticks or wheelchairs to move about).
- Sensory impairments (hearing or sight loss).
- Mental ill health (including depression, stress, Alzheimer's disease and schizophrenia).
- Cognitive developmental impairments (including learning disabilities, dyslexia, and autism).
- Muscular impairments (including spinal injuries).
- Asthma
- Cancer
- HIV/AIDS
- Phobias
- Arthritis
- Acquired brain injuries.

This list shows that those claiming disability benefits are a minority of disabled people.

Using the DDA criteria in 2002 the General Household Survey was able to suggest that 11 Million people in the UK have rights as disabled people.

The DDA does not extend to the following groups:

- Substance addiction.
- Sexual offences.

The 2001 census showed that out of 209,027 households, 76,365 had someone with a long term limiting condition. This means that **36.5%** of Cumbrian households had someone with a condition that would be recognised under the Disability Discrimination Act.

### **Key issues facing Disabled people**

In 2006 the Quality of Life Survey asked the Cumbrian public about their level of satisfaction with their community and services in the county. 22 % of respondents said they had a long-term illness or disability that restricted their daily activities.

The findings from the Quality of Life Survey highlighted the following issues for disabled people:

#### **Safety**

- Nearly a third of people with a long-term illness or disability said they felt unsafe outdoors at night (29%) compared with a fifth of all respondents (21%).

#### **Employment and voluntary work**

- 19% of people with a long-term illness or disability said they were in full-time employment compared with a county-wide average of 40%.
- 44% of people with a long-term illness or disability said they had done two to five hours of voluntary work during the past year compared with 36% for the countywide average.

#### **Housing**

- Fewer people with a long-term illness or disability own their own home (69 %) compared with the survey average 76%.
- 17% of people with long-term illness or disability said they rent their home from a social housing provider compared with the county-wide average as reported in the survey of 9%.

## Education

- 18% for people with a long-term illness or disability had a formal qualification compared with the survey average of 32%

## Cumbria Disability Network

The Cumbria Disability Network is an independent organisation representing disabled people in Cumbria. Cumbria Disability Network is a membership organisation open to any disabled person in the county.

We have a Consortium Agreement with Cumbria Disability Network which commits CDN to the following actions:

Provide strategic advice, guidance and support to the organisations on Disability related matters and in working toward complying with their positive duty to promote disability equality.

**Equality for All** sets out how we will meet our General and Specific duties in respect of Disability Equality and how we will involve communities in contributing to that:

- In Section 10 – how we will deliver leadership and partnerships
- In Section 11 – how we will deliver engagement and participation
- In Section 12 – how we will deliver accessible services
- In Section 13 – how we will deliver a modern and diverse workforce

## Summary of how we will meet the Specific Duties

Specific Duties	Activity	Year
Information about how disabled people have been involved in the development of the Equality Scheme	Engage Cumbria Disability Network to feed into the development of the scheme.  Ensure that Targeted Community Engagement a) reaches disabled people across age group, impairment group and location.  Ensure that all disabled people who participate in Targeted Community Engagement are informed about the progress of issues they have raised.	2009 and ongoing

The authority undertakes impact assessments	All functions identified by the Council will have an annual Equality Impact Assessment	2009 and ongoing
An action plan sets out steps to meet the general duty.	<b>Equality for All</b> action plan integrates the General Duties relating to Disability Equality	2009
Arrangements in place for gathering information on the effect of the authority's policies and practices	Equality Impact Assessments will identify for each function whether information on the impact on disabled people is a) available b) being reported c) being analysed and d) leading to action	2009 and ongoing
Arrangements in place for using this information and preparing subsequent equality schemes	The information from Equality Impact Assessments will be used for the annual refresh of <b>Equality for All</b>	2010 and 2011
Arrangements to gather and make use of information on recruitment development and retention of staff	<p>Develop a regular management information report on the diversity (including disability) of Cumbria CC workforce profile.</p> <p>Develop a set of workforce planning and outcome measures</p> <p>Carry out an annual workforce planning EIA</p> <p>Publish results of monitoring</p>	Roll out April 2010

## Section 5: Gender Equality Scheme (including Transgender)

**Equality for All** incorporates our duties under the Equalities Act 2006 relating to gender equality.

Our duties fall into two parts, a General Duty and a Specific Duty. The General Duty applies equally to all public organisations that provide employment, services and goods. For a Specific Duty we have to show what we are planning to do to meet the General. The Specific Duty will also include a number of commitments we need to make.

The General Duty for gender equality requires us to:

- Eliminate unlawful discrimination.
- Eliminate harassment.
- Promote equality of opportunity between men and women.

The Specific Duty requires us to publish a Gender Equality Scheme which includes:

- Steps to address equal pay between men and women in our organisation.
- Collect information on gender around service delivery and employment.
- Consult with employees, service users and other stakeholders (including Trade Unions) on priorities for gender equality.
- Carry out Equality Impact Assessments.
- Identify priority areas for gender equality.
- Use information to review implementation of the scheme
- Publish a three year action plan to implement scheme objectives.
- Review the action plan annually.

The Gender Equality Duty promotes equality for:

- Women
- Men
- Transgender people.

**Equality for All** commits us to all of the General and Specific Duties in relation to Gender under the Equalities Act 2006 The action plan in

Appendix 7 will outline steps taken to meet the Specific Duties, and will be reviewed annually and refreshed.

### Core information on Gender Equality

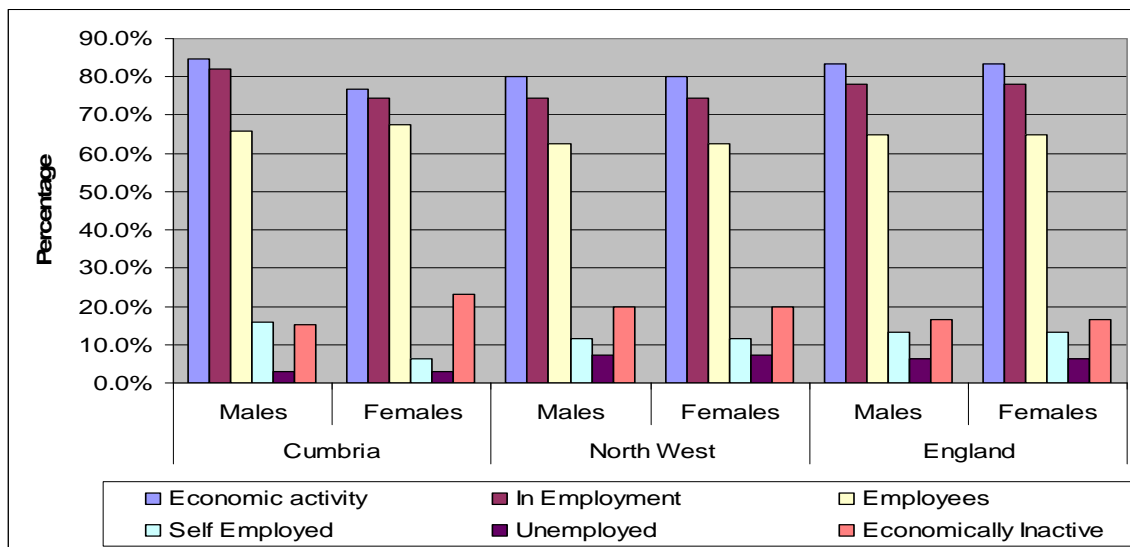
A major challenge is to gather together information that is currently being held and present a clear picture of the challenges and actions to address any inequalities. The 2010 refresh of **Equality for All** will give a full breakdown of Gender Equality issues in relation to:

- Employment
- Community Safety and Crime and Anti-Social Behaviour
- Health
- Education

### Gender and Employment

- The gap between women and men who are economically active is greater in Cumbria than the NW or England.
- The gap between women and men is narrowest for those who are employees or unemployed.
- The gap is widest between those who are self employed.

The gap is wide in relation to economically inactive, which indicates a high % of women not working or claiming benefits in Cumbria.



We will also work closely with the main trade unions in Cumbria to consult with employees about their experience of gender discrimination.

### **Equal Pay**

The County Council is carrying out an Equal Pay audit which is feeding into the Single Status programme. Single Status means that the Council is able to offer consistent terms and conditions to all staff.

A key part of the programme is to evaluate all jobs and model them against a single pay and grading scheme. The pay and grading scheme will be modelled against the Equal Opportunities Commission guidance to reduce gender pay gaps below 5%. Detail on progress is outlined in section 13 below – Building a Modern and Diverse Workforce.

### **Domestic Violence**

In Cumbria domestic violence is estimated to cost £58 million and the human and emotional costs of £170 million. This is the equivalent to £469 per head per year. Domestic violence in Cumbria costs the Criminal Justice System £14 million of which the Police 4.9 million, Health Care £14 million, Social Services 2.28 million, Housing 1.58million and Civil and Legal £3.72 million. (Walby,2004)

### **Incidence and prevalence of domestic violence/abuse**

- There have been four domestic homicides in Cumbria in 2009 and one attempted murder. (none of these cases were known to the Independent Domestic Violence Advocacy Services or the Multi-Agency Domestic Violence processes).
- 45% of women and 26% of men had experienced at least one incident of domestic violence in their lifetime (Walby and Allen, 2004). This means that over 100,000 women in Cumbria will be a victim of this crime. However when there were more than 4 incidents (i.e. ongoing domestic violence or sexual abuse) 89% of victims were women.
- 70 % of domestic violence cases result in physical injury and this crime has the highest rate of repeat victimization.

- In Cumbria almost 40% of calls to the police related to domestic violence are repeat victims and domestic violence accounts for 14% of all violent crime.
- In 2009 in Cumbria there were almost 5000 incidents of Domestic Violence reported to the police .
- The Forced Marriage Unit received 5000 inquiries and handled approximately 400 cases in 2007, 167 of which involved repatriation to the UK.

### **The impact on the Children**

- Over 1600 Children in Cumbria were identified by the police as having been present at domestic violence incidents last year .
- In 2008 462 Children were identified by the Multi-Agency Referral process as being in need of support.
- Recent surveys of young people have shown that 42% know girls who have been hit by their boyfriends and that 50% of young men and 33% of young women said it was OK to hit a women or force her to have sex in some circumstances.
- 52% of child protection case conferences involve domestic violence , in a recent snap shop of 15 case conferences in Cumbria, 13 involved domestic abuse.

For these reasons tackling domestic violence is seen as a priority under the Council's duty to promote gender equality. This includes:

- Cumbria County Council co-ordinating multi-agency activity to address domestic violence.
- Develop programmes through schools, children's centres and all outreach services that promote awareness of domestic violence and access to services that can support victims and prevent perpetrators.

### **Developing links with Transgender people**

Transgender people have a strong need to change the gender they were born with. This includes:

- Partial surgical procedures
- Full bodily gender reassignment.

The campaigning organisation Press for Change who estimate that there are 5000 transgender people in the UK, and they have worked with over 800 transgender people between 1998 and 2005.

If the transgender is widened to include cross-dressing, this increases estimates to between 1 in 100 and 1 in 20.

The Cumbria Library Service reported 9 transgender people who joined in 2008-9.

Police forces have the capacity to capture transphobic hate crimes, where a hate incident is directed at a transgender person.

We will also work with OutREACH Cumbria and NHS Trusts to establish the barriers faced by Transgender people in the county, and create a safe place for Transgender people to have a voice in public life.

We will use the Equality Impact Assessments to address any barriers.

**Equality for All** sets out how we will meet our General and Specific duties in respect of Gender Equality and how we will involve communities in contributing to that:

- In Section 10 – how we will deliver Leadership and Partnerships
- In Section 11 – how we will deliver Engagement and Participation
- In Section 12 – how we will deliver accessible services
- In Section 13 – how we will deliver a modern and diverse workforce

### Summary of how we will meet the Specific Duties

Specific Duties	Activity	Year
Set out how the authority will gather information on the gender equality in employment and services	Develop and publish standard Human Resources report on equality  Develop and publish standard public information on services	November 2009
Use this information to review the implementation of the scheme	The information from Equality Impact Assessments will be used for the annual refresh of <b>Equality for All</b>	2010 and 2011
Assess the impact of its current and future policies	All functions identified by the Council will have an annual Equality Impact Assessment	2009 and ongoing
Consult relevant employees, service users	Ensure that Targeted Community Engagement a) reaches men and women people across age group, ethnicity and	2009 and ongoing

and others (including trade unions)	location. Ensure that all men and women who participate in Targeted Community Engagement are informed about the progress of issues they have raised.	
Ensure implementation of the scheme objectives	The scheme will be refreshed each and the action plan assessed.	2010 and annually
Address equal pay issues	Single status and equal pay project including job evaluation programme	April 2011

## Section 6: Sexual Orientation and Equality

The County Council has a legal commitment to ensure that everyone regardless of their sexual orientation has equal treatment in relation to working for the Council and receiving Council Services.

The Employment Equality (Sexual Orientation) Regulations (2003), gave all gay, lesbian and bi-sexual employees rights against discrimination. The Sexual Orientation Regulations (2007), extended these rights to goods and services. This means that we have a legal duty to ensure that people of all sexual orientations are not discriminated when they work for us or use our services.

**Equality for All** commits us to treating Sexual Orientation in a way which is consistent with our duties on Race, Disability and Gender.

### Population

Lack of stable data on sexual orientation is a national issue. The North West Regional Development Agency estimates that 5-7% of people are Lesbian, Gay or Bi-sexual. This translates into 25,000 to 35,000 Cumbrians.

Evidence suggests that people in Cumbria are less likely to declare their sexual orientation than in England nationally. Only 0.2% of people in 2001 Census declared that they lived in a single sex relationship.

**Civil ceremony data for 2008-9 is a useful proxy for monitoring sexual orientation. The proportion of Civil Ceremonies in Cumbria is in line with England as a whole, however Gay men are far less likely in Cumbria to have a civil ceremony.**

#### Civil ceremonies 2008-9

	<b>Cumbria</b>	<b>Male</b>	<b>Female</b>
Total	69 ceremonies	26	42
%	<b>1.09%</b> of national total	38% of ceremonies in Cumbria	42% of ceremonies in Cumbria
	<b>England</b>	<b>Male</b>	<b>Female</b>
Total	6276	3399	2877
%		54% of national total	46% of national total

Also the evidence is fragmentary, it points to a need to ensure that males are more engaged in any work on Sexual Orientation.

## **Participation and Engagement**

In 2008 a new Cumbria wide project was developed to represent the interests of Gay, Lesbian, Bi-sexual and Transgendered people.

We now have a Consortium Agreement with OutREACH Cumbria which commits OutREACH Cumbria to the following actions:

- Provide strategic advice guidance and support to the organisation to promote Lesbian, Gay and Bi-sexual people in Cumbria.

A major area OutREACH Cumbria will be supporting us on is sexuality monitoring for all services.

Key projects to promote Equality around sexual orientation:

- Roll out homophobic bullying campaign across schools and Children's Services.
- Develop online systems for schools to report homophobic bullying.
- Introduce sexual orientation monitoring across service delivery and employment.
- Develop countywide LGB staff support groups and community networks.
- Carry out Targeted Community Engagement with LGB people across all parts of Cumbria and age groups.

## Section 7: Age and Equality

Unlike ethnicity, disability and gender there is not a General and Specific Duty for public services to promote Equality for people of all age groups.

The Employment Equality (Age) Regulations (2006), gave people of all age groups rights against discrimination at work. The regulations cover:

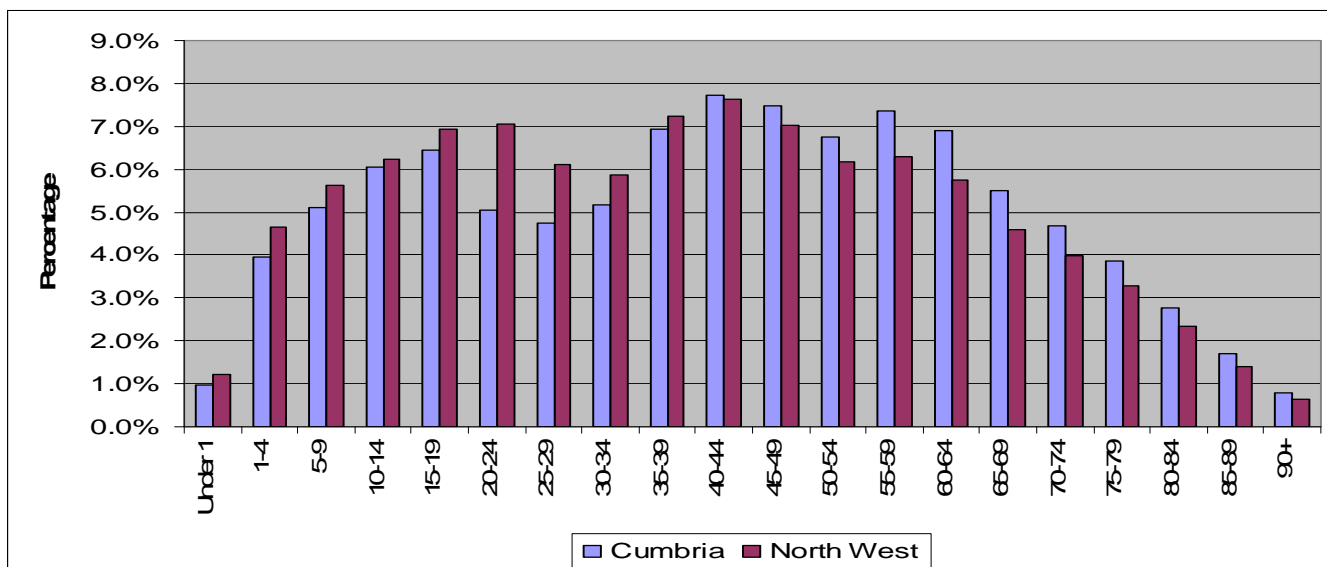
- Mandatory retirement.
- Dismissal and redundancy.
- Statutory sick pay and maternity.
- Harassment in the workplace.

The current Equality Bill will extend to age the Council's existing duties relating to ethnicity, disability and gender.

**Equality for All** commits us to treating Age in a way which is consistent with our duties on Race, Disability and Gender.

### Population profile – Cumbria compared to the North West region

Cumbria's population is older than the NW west average. The % of people in Cumbria for all age groups below 40 is lower than the NW, and higher for all age groups above 40. The gap is the greatest for the age groups 55-59 and 60-64.



## Activities to address Age inequality

- Hear by Rights Audits of Children's and Young people's Participation are being carried out across Children's Services, and from 2010 a decision will be taken whether to apply them across all the County Council Directorates.
- Targeted participation work through action4 Children in Care Council's will be used to evaluate the effectiveness in giving children in care an equal opportunity to meet the five Every Child Matters outcomes.
- Organisations representing older people will be engaged to ensure that Equality Impact Assessments are addressing older people's experience.
- A positive action programme will be developed to increase the proportion of people below 24 years old in the Council's workforce.
- From 2010 age related equality targets will be in place across the organisation.
- Targeted Community Engagement activities from 2009 will engage with younger and older people to understand their experiences of using public services.

## Section 8: Religion and Belief and Equality

The County Council has a legal commitment to ensure that everyone regardless of their religion or belief has equal treatment in relation to working for the Council and receiving Council Services.

The Employment Equality (Religious Belief) Regulations (2003), gave people of all religious faiths rights against discrimination in the workplace. This does not include political beliefs, but does include agnostics or atheists.

In **Equality for All** we will extend to religion and belief the activity we are doing to meet the Specific Duties under ethnicity, gender and disability. Since 2003 we have produced a Calendar of Festivals for people to display on the walls of offices, schools, community centres and faith centres. Each year we will commit to produce and distribute 3000 wall charts to people and organisations in the county.

We will work with Churches Together, Cumbria Interfaith Forum, Cumbria Humanist Association, Buddhist communities and AWAZ (Cumbria) to engage with people from different faith groups about their experience of life in the county.

## Section 9: County Council Framework for Managing Equality

Cumbria County Council is made up of 84 Elected Members who are accountable to all residents in their electoral divisions. Members have to agree to follow a Code of Conduct to ensure high standards in the way they carry out their duties.

All Members meet together in full Council to make decisions about policy and set the budget. The Cabinet is the Council's main decision making body.

Scrutiny Committees monitor the work of the Executive Committee and the Council as a whole. They look at the effectiveness of the Council's own policies and inquire into matters of concern. They also monitor the Cabinet's decisions.

The Chief Executive is responsible for providing strategic direction and advice to the Council, day-to-day management of services, corporate planning and allocation of resources. The Chief Executive delegates the operational running of the organisation to the Corporate Management Team. The Corporate Management Team is made up of the Chief Executive and the Corporate Directors.

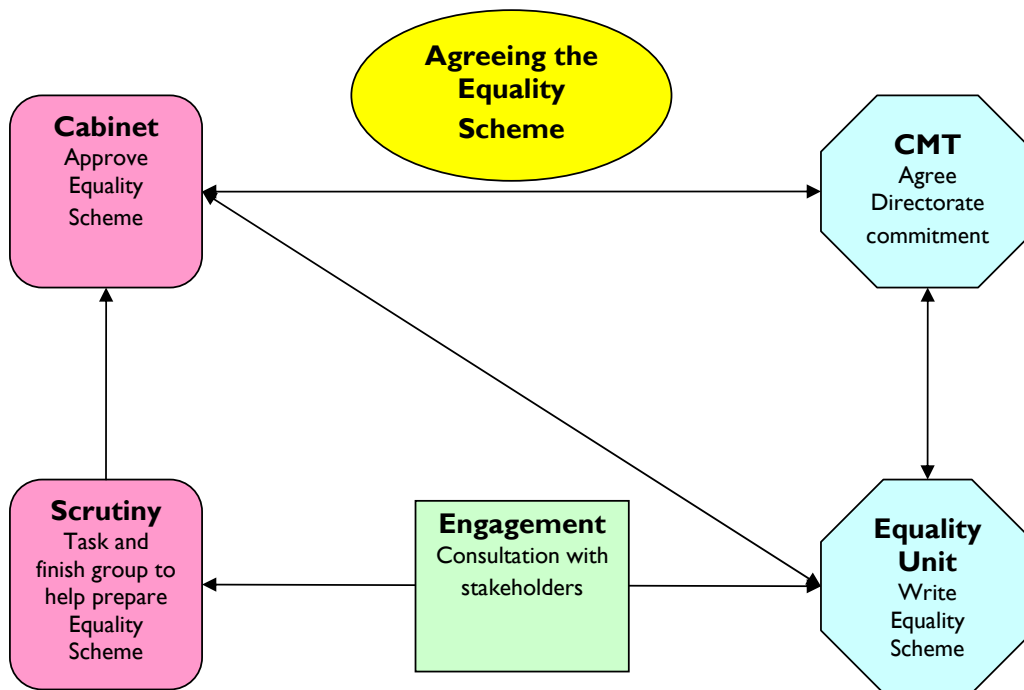
The Council Plan is the council's central corporate business planning document. The Council Plan is structured into key themes. The Equality Framework is one of the Council Plan projects under the Better Theme.

Directorates	Units	Council Theme
Chief Executive	<ul style="list-style-type: none"> <li>Policy and Performance</li> <li>Communications</li> </ul>	Better
Organisational Development	<ul style="list-style-type: none"> <li>Human Resources</li> <li>Equality and Cohesion</li> <li>Health and Safety</li> <li>Information and Communications Technology</li> <li>Strategic and Commercial Contracts</li> </ul>	

Resources	<ul style="list-style-type: none"> <li>• Finance Strategy</li> <li>• Finance Management</li> <li>• Member Services</li> <li>• Scrutiny</li> <li>• Legal Services</li> <li>• Registrars</li> <li>• Property</li> <li>• Audit</li> <li>• Procurement</li> <li>• Premises</li> </ul>	
Safer and Stronger Communities	<ul style="list-style-type: none"> <li>• Fire and Rescue</li> <li>• Community Engagement</li> <li>• Community Safety</li> <li>• Trading Standards</li> <li>• Emergency Planning</li> </ul>	Safer
Environment	<ul style="list-style-type: none"> <li>• Transport and Spatial Planning</li> <li>• Economic Development</li> <li>• Highways</li> <li>• Waste Management</li> <li>• Environment</li> </ul>	Greener, Wealthier
Adults and Cultural Services	<ul style="list-style-type: none"> <li>• Older People's Services</li> <li>• Disability Services</li> <li>• Culture and Libraries</li> </ul>	Healthier
Children's Services	<ul style="list-style-type: none"> <li>• Schools and Learning</li> <li>• Schools and Learning projects</li> <li>• Prevention and Partnership</li> <li>• Building Schools for the Future</li> <li>• Child and Family Support</li> <li>• Commissioning and Management Support</li> </ul>	Happier

### **Managing Equality for All**

**Equality for All** is the County Council's legal document that will set out how we will promote equality. The two diagrams below will show who is responsible for agreeing the scheme and how the scheme will be managed.



The development of the Scheme has four steps:

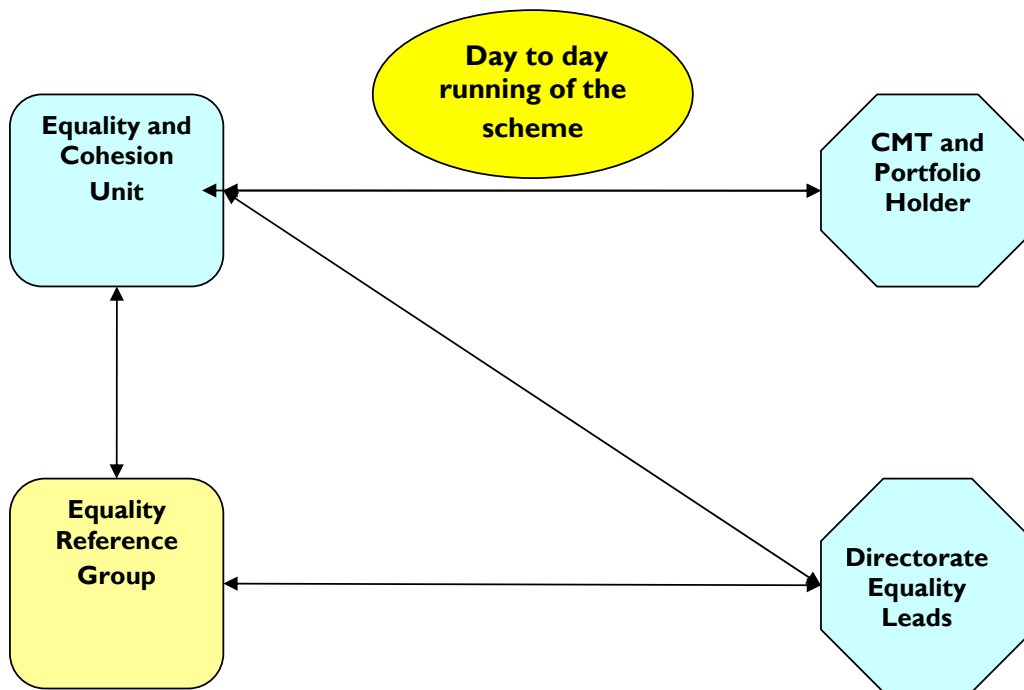
**Step 1 Development:** The Equality and Cohesion Unit will develop the Scheme.

**Step 2 Engagement:** This will be co-ordinated by the Equality and Cohesion Unit and will consist of:

- Working with Corporate Management Team and the Directorates to agree how the scheme will be integrated into service delivery.
- Carrying out a three month consultation and engagement with community groups linked to the equality strands, Trade Unions, partner organisations.
- Working with a cross party Scrutiny group to agree the political implications

**Step 3 Agreement:** A finalised version of the Scheme will be submitted to cabinet.

**Step 4 Review:** The Equality and Cohesion Unit will review the performance of the scheme each year.



The table below outlines the responsibilities of the:

- Equality and Cohesion Unit
- Directorate Equality Leads
- Equality Reference Group

	Responsibility	Lead
Equality and Cohesion Unit	<ul style="list-style-type: none"> <li>• Develop Council actions towards achieve Level 5 Equality Standard</li> <li>• Facilitate implementation across Directorates.</li> <li>• Intervene with support of CMT and Portfolio Holder where Directorates are not embedding equality.</li> <li>• Commission Workforce Development activities relating to Equality.</li> <li>• Act as lead professional and matrix manage Equality Officers in other Directorates – agreed through Service Level Agreements with the Directorates..</li> <li>• Deliver the Cumbria Multi-Cultural Service</li> </ul>	Equality and Cohesion Manager

<p>Directorate Equality Leads</p>	<ul style="list-style-type: none"> <li>• Act as a strategic equality lead to the directorate.</li> <li>• Establish internal mechanisms and working groups to address equality gaps.</li> <li>• Ensure Service Plans and Equality Impact Assessments are addressing equality gaps.</li> <li>• Ensure that an appropriate performance framework is in place to enable delivery, monitoring and review of improved outcomes across the directorate.</li> <li>• Ensure that staff and service user participation is feeding into actions.</li> <li>• Ensure internal resource is dedicated to addressing equality gaps.</li> <li>• Ensure appropriate learning and development takes place in the directorate in relation to equality.</li> <li>• Where appropriate, delegate operational leadership to an internal Equality Officer/Manager.</li> </ul>	<p>Directorate Equality Lead Officer</p>
<p>Equality Reference Group</p>	<ul style="list-style-type: none"> <li>• Provide external 'critical friend' role to Council and Directorates.</li> <li>• Advise on Equality Impact Assessments.</li> <li>• Take part in engagement exercises as agreed with the Equality and Cohesion Unit and the Directorate Equality Leads.</li> </ul>	<p>Third sector infrastructure organisations representing the diversity strands</p>

## **Section 10: Leadership and Partnerships**

The previous section focused upon the internal management framework for the County Council. This section will look outward at the County Council's relationships with partner organisations.

### **The Leadership challenge**

The Comprehensive Area Assessment will require public sector organisations to work more closely than ever. This section will outline the way in which Equality and Community Cohesion issues are being addressed through:

- Cumbria Strategic Partnership and the Sustainable Community Strategy
- The Local Area Agreement and the National Indicator Set
- Pooling resource with the District Councils and NHS Cumbria

### **Cumbria Strategic Partnership and the Sustainable Community Strategy**

The Cumbria Strategic Partnership (CSP) is the leadership body for the county that brings together leaders from all public sector, private sector and third sector bodies. The CSP is able to speak for the county in discussions with Government Office North West and the European Union, and is responsible for agreeing the:

- Cumbria Sustainable Community Strategy
- Local Area Agreement

The Cumbria Sustainable Community Strategy sets out the long term aspirations for Cumbria as a place that is characterised by:

- Safe, strong and inclusive communities
- Health throughout life
- A sustainable and prosperous economy
- Vibrant connections between people and places
- World class environmental quality.

In 2007 engagement with the Cumbria Equality and Diversity Partnership in the refresh of the Sustainable Community Strategy led to the following feedback where the CSP needs to address more attention.

**All Community Strategy Themes:**

- Recognise the ethnic and cultural diversity of Cumbria.
- Consider the issues and opportunities that diversity brings to Cumbria.

**Safe, Strong and Inclusive Communities:**

- Address the level of racial incidents in the county.
- Address educational attainment for underperforming Black and Minority Ethnic Groups, boys and disabled young people.

**Health and Well-being Throughout Life:**

- Address the needs of older Black and Minority Ethnic people.

**A Sustainable and Prosperous Economy:**

- Address the needs of small and medium businesses owned by people from Black and Minority Groups.
- Address the long term contribution of migrant workers to the county's economy.

**Connecting People and Places:**

- Develop a clear plan for addressing the transport barriers and barriers in access to public buildings that disabled people experience.

**Equality for All** recognises that the Community Strategy will need to be linked to actions to address the inequalities identified in the 2008 Place Survey:

- Young adults
- Black and Minority Ethnic People
- Disabled people

In addition the Community Strategy would need to address the impacts of public services on the following groups where there is a lack of baseline evidence:

- Lesbian, Gay and Bi-Sexual people
- Transgender people
- People from diverse religious/belief groups

Finally the Community Strategy would need to consolidate baseline data on the inequalities faced by:

- Young and old people
- Men and women.

The Comprehensive Area Assessment will check whether the needs of vulnerable, disadvantaged and diverse groups are being addressed through

the CSP. This will pose a challenge, which requires the Equality agenda to be mainstreamed through the business of the Thematic Partnerships and the Local Strategic Partnerships.

### **The Local Area Agreement (LAA) and the National Indicator Set (NI's)**

The performance component of the Comprehensive Area Assessment will be based on local performance against 196 National Indicators. These focus on the following:

- Outcomes for people across all public services.
- People's perceptions of services.
- Ability to narrow the gap in outcomes between targeted equality strands.

To ensure that Equality is embedded within the NI's the following milestones are in place:

December 2008	Map all NI's held by the Council to see if they can be reported by equality strand (this is called disaggregation).
April 2010	Map all NI's held by the PCT for disaggregation.
	Set baseline narrowing the gap Equality targets for NI's reported through the Place Survey
	Equality Objectives based on the Place Survey inserted into County Council Service Plans
April 2010	Comprehensive baselines for narrowing the gap targets in place.
April 2010	Targets set for 2010-12 based on disaggregation of the NI's.
April 2012	Comprehensive evidence of improved outcomes – performance evidence of equality in action.

The Place Survey is a crucial way of using NI's to test public perceptions. The first Place Survey was conducted in November 2008 and will be repeated every two years. This will give organizations the opportunity to set narrowing the gap targets and develop projects to target specific disadvantaged sections of the community. The table below outlines the NI's that will be measured through the Place Survey.

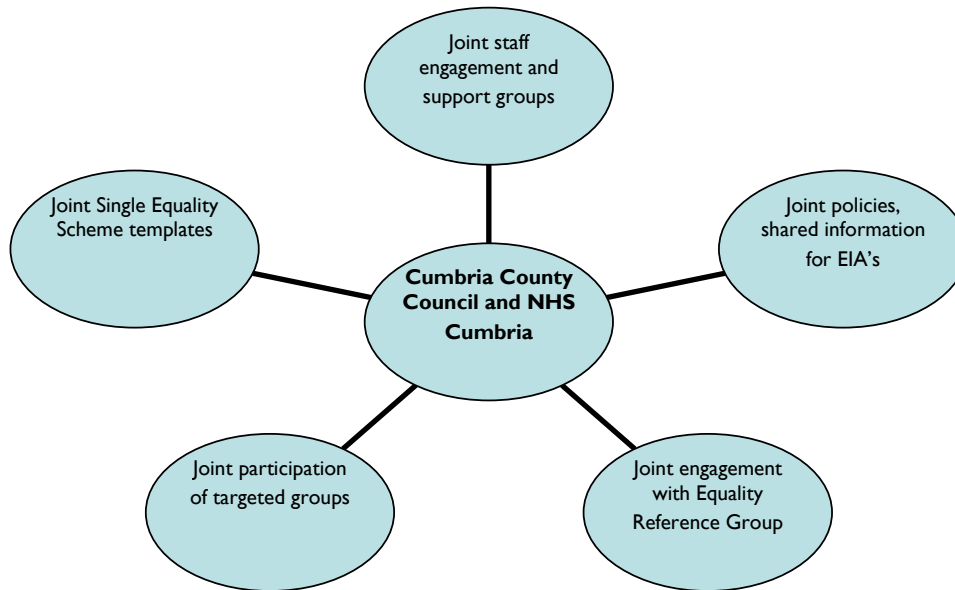
<b>National Indicator collected through the Place Survey</b>	All results will be comparable by Age, Disability, Gender, and Ethnicity.
NI 1: % people who believe people from different backgrounds get on well in their local area.	
NI 4: % of people who feel they can influence local decisions.	
NI 21: Police and local council dealing with anti-social behaviour	
NI 22: Perceptions of parents taking responsibility for child behaviour	
NI 23: Perceptions of people in local area treating each other with respect	
NI 119: Self reported health and well-being	
NI 137: Health and life expectancy at age 65	
NI 140: Fair treatment by local services	

### **Pooling resource with the District Councils and NHS Cumbria**

A key leadership challenge to achieving excellence in equality lies in being able pool the talent and resources of several organizations. The County Council's achievement of Level 3 of the Equality Standard has opened up a major opportunity for Cumbria to set up a national model of best practice.

The County Council has been:

- Commissioned by NHS Cumbria to support them to embed equality
- Received funding to support the District Councils to embed equality.



### **Cumbria Equality and Diversity Partnership**

The Cumbria Equality and Diversity Partnership (CEDP), is a network of Equality leads from organisations across Cumbria. The purpose of the CEDP is to ensure that the Cumbria Strategic Partnership is taking into account equality issues relating to the CSP's business.

The County Council will continue to support the CEDP in agreement with the Cumbria Strategic Partnership. Annual refreshes of **Equality for All** will identify issues that have arisen out of the CEDP's activity and whether they have had an impact on decisions.

## **Section 11: Equality and Participation framework**

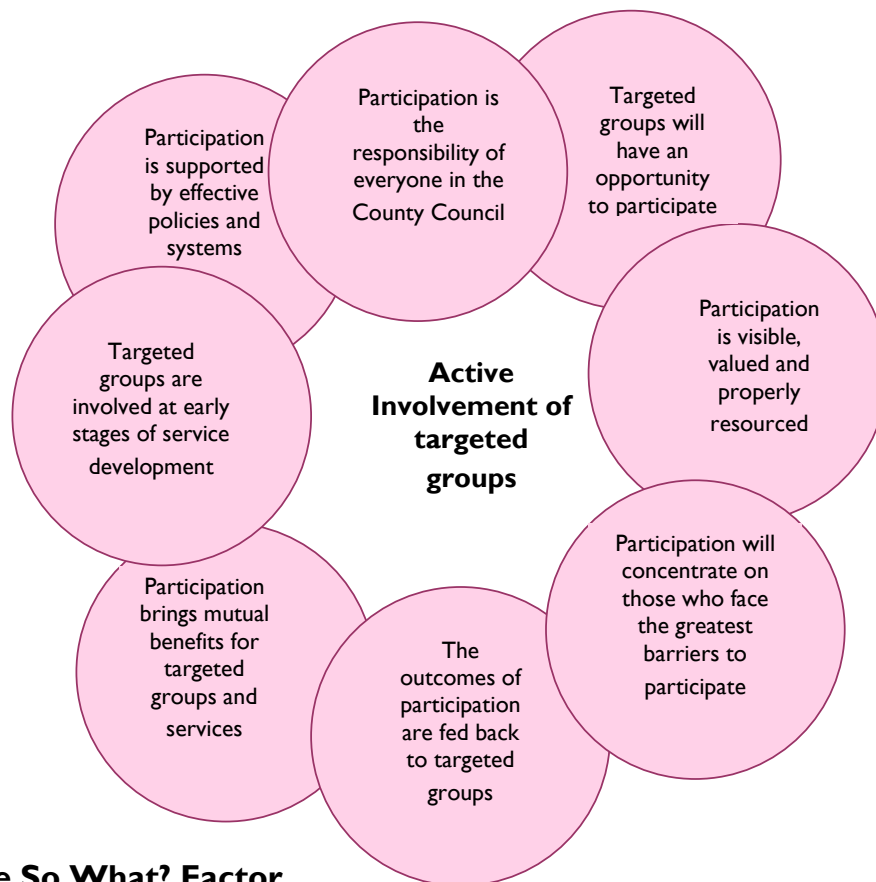
The direct involvement of people in decision making is critical if we are to address the inequalities in our local area. This section gives an outline of the County Council's Equality and Participation Framework. The aims of the framework are:

- To target attention to the needs of groups identified through the Equality Impact Assessments as experiencing disadvantage or discrimination.
- To involve people from targeted groups in the design, delivery and review of services.
- To develop capacity across the organization to engage with targeted groups and feed their issues into future Equality Impact Assessments.
- To develop countywide organizations that can represent the interests of people from the Equality strands.

This framework is based upon the model that Children's Services are using to embed children and young people's participation. From 2009 Children's Services will be carrying out area based Hear By Right Audits that will provide the County Council's first comprehensive project in assessing participation. From 2010, the lessons from Hear by Right audits will be applied across the Council.

### **Principles of Participation**

Our principles for the active involvement of targeted groups are based around these 8 elements:



### Using the So What? Factor

Participation will be critical to addressing the So What? Factor, including:

- How the Council identifies equality gaps.
- Understanding why equality gaps exist.
- Developing actions to address equality gaps.
- Reviewing actions to see if the equality gaps have closed.
- Ensuring customers agree the outcomes have benefited them.

### How the Equality and Participation Framework will operate

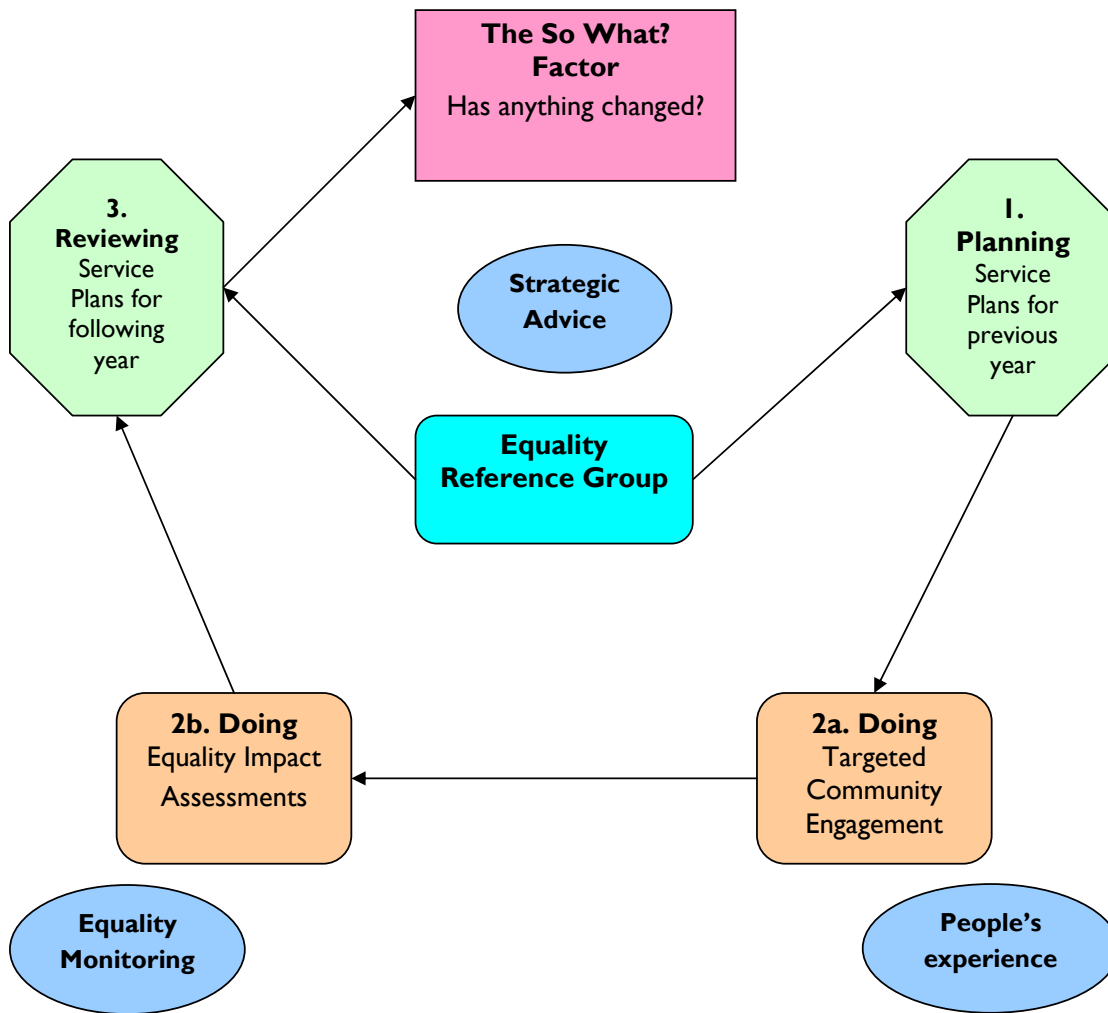
The Equality and Participation Framework brings together the elements that are required to address the So What Factor?

To make sure that the Equality and Participation works we need make sure that we are planning ahead and identifying which groups to target and why. We also need to make sure that we are reviewing the results of participation.

The planning and reviewing is only as good as the work that goes on in between. This is where the participation takes place:

- **Strategic Participation:** This is where we involve people who represent the diversity strands in the way we develop policies and strategies.
- **People's Experience:** This is participation by people directly affected by our services who can speak about their experiences.
- **Equality Monitoring:** This is where we look at the data we keep to see what it is telling us about the people who use our services.

The diagram below shows how these different parts come together. The arrows show the order of actions.



### The Equality Reference Group

The Equality Reference Group is a panel of organisations that represent Black and Minority Ethnic Groups, Disabled People and Lesbian, Gay and Bi-sexual people. Their role is to:

- To influence Council policy on equality.
- To participate at a strategic level of decision making.
- To provide a source of external support to people carrying out Equality Impact Assessments.

## Targeted Community Engagement

Equality Impact Assessments carried out since 2008 have shown a need for the County Council to identify target groups to engage with and develop a better understanding of the impact of services upon their lives. The table outlines the targeted community engagement programme for 2009.

Who are we targeting	What issues do we want to investigate	Who will lead the engagement	How we will target
Overseas migrant workers	Access to Primary Healthcare	PCT and Cumbria County Council Multi-Cultural Service	Focus groups delivered between April and June 2009.  The focus groups will be held across the county to compare results at locality and district level.
	Access to Children's Centres	Cumbria County Council Children's Services and Cumbria Multi-Cultural Service	
	Access to English Language support	Cumbria County Council Multi-Cultural Service	
Gypsy and Travellers	Access to services across the public sector	Multi-Cultural Service	
Lesbian Gay and Bi-sexual people	Access to services across the public sector	OutREACH Cumbria	
Disability – all impairments	Access to services, buildings and transport	Cumbria County Council Adults Social Care and Cumbria Disability Network	
People with Mental Ill Health	Access to social care compared to other disabled groups	Cumbria County Council Adult Social Care, Community Development Workers.	
Visually impaired people	Reasonable adjustments relating to information technology	County Council ICT Client Team and Cumbria Action for Blind People	

Women	Recruitment and retention: <ul style="list-style-type: none"> <li>• Firefighters</li> <li>• Working in the waste sector</li> </ul>	Cumbria County Council Fire and Rescue	
Men	Recruitment and retention: <ul style="list-style-type: none"> <li>• Childcare</li> <li>• Cumbria Care</li> </ul>	Cumbria County Council: <ul style="list-style-type: none"> <li>• Children's Services</li> <li>• Adult Social Care</li> </ul>	
Older men living alone	Access to public services	Cumbria County Council Adult Social Care and Fire and Rescue	
Single parents	Access to public services	Cumbria County Council Children's Services and NHS Cumbria	
Children and Young people from Black and Minority Ethnic groups	Experience of life in Cumbria and access to public services	Cumbria County Council Children's Services	
Disabled Children and Young People			
Young Gypsy and Travellers			
Young people in rurally isolated areas	Impact of isolation	Cumbria County Council Children's Services	

### Equality Impact Assessments

An Equality Impact Assessment is a way of checking in advance so that:

- We avoid making decisions that have a negative impact on groups.
- We make a decision knowing that there will be an impact but that we can manage it, and limit the impact.

Equality Impact Assessments are a legal requirement under the Race Relations Act, the Disability Discrimination Act and under the amended Sex Discrimination Act.

From April 2008 the County Council has been carrying out a programme of Equality Impact Assessments for each service area.

The information provided by these has been used in service planning, in creating **Equality for All** as a single equality scheme, and in designing out information gathering and targeted community engagement programmes.

The aim is to make it easier for Directors, Heads of Service and elected Members to check decisions for equality impact. It will also make it easier for Heads of Service to manage equality and diversity in their units.

### **Key annual milestones for Embedding Equality Impact Assessments**

<b>April-June</b>	<b>July- September</b>	<b>Sept-Nov</b>	<b>Jan-March</b>
Carry out Targeted Community Engagement	Draft Equality Impact Assessments based on feedback and data	Use draft EIA's to inform the Council's budget	Feed into Service Plan Equality Objectives and Targets
Gather monitoring information		Complete Equality Impact Assessments	
		Publish results and actions	

The County Council has developed a Template for use in all Equality Impact Assessments together with Guidance notes, available through the intranet. Training, coaching, guidance and support is provided by the Equality and Cohesion Unit. Targeted community engagement is designed to support assessments and arrangements are in place through the Consortium Agreements with AWAZ (Cumbria), OutREACH Cumbria and Cumbria Disability Network for consultation, scrutiny, advice and training support to County Council staff.

We have assessed the functions carried out by County Council Directorates and Units to determine the priority of those functions for

relevance to our equality duties. The method and results of that assessment are set out in Appendix 4. We have then decided on a programme of Equality Impact Assessments to support those functions.

More detailed information about our programme of Equality Impact Assessments is set out in Appendix 4.

## Section 12: Service Delivery

Participation allows us to identify equality gaps and strengthen our relationships with targeted groups who experience disadvantage or discrimination. Addressing the equality gaps requires significant changes to way we deliver services and develop our staff.

This section outlines the changes to service delivery and employment that will enable the County Council to achieve excellence in Equality.

To achieve this, the Council will need to have

- Fully accessible services
- Data and information on the impact of current services
- Effective workforce planning that gives staff the tools and skills to succeed.

### Accessible Services

A major cause of inequality lies in the way in which services are more accessible to some groups than others. Barriers to equal access can include:

- Language and communication
- Services knowing how to engage with different groups
- Distance to access services
- Layout of buildings and surroundings
- Staff engagement with people from different backgrounds

The table identifies priorities for developing fully accessible services and the So What? Factors that will tell us if we are making a difference.

Barrier	Actions to address	So What?
Language / communication	Ensure that English language classes or learning is available and accessible to anyone in the county: <ul style="list-style-type: none"> <li>• Formal courses</li> <li>• Workbased learning</li> <li>• Informal sessions</li> <li>• Volunteer tuition</li> </ul>	Demonstrate that anyone who wants to learn English can access opportunities that are: <ul style="list-style-type: none"> <li>• Close to where they live</li> <li>• At varying levels</li> <li>• At varying times</li> </ul>

	Ensure that all services are using interpreters and translators, including British Sign Language	Demonstrate that anyone can access a service regardless of: <ul style="list-style-type: none"> <li>• Ability to speak English</li> <li>• Sensory impairment or learning disability</li> </ul>
	That alternative formats are available in response to requests	Demonstrate that all groups have an equal chance of getting what they need at first point of contact (National Indicator 14).
Accessing targeted equality strands	Ensure that the Council has a joined up approach to community engagement with Black and Minority Ethnic groups.	Demonstrate that people from Black and Minority Ethnic groups can access advice, advocacy and support that is: <ul style="list-style-type: none"> <li>• Provided countywide</li> <li>• Close to where people live</li> <li>• Linked to key services used by Black and Minority Ethnic people such as schools and GP's</li> </ul>
	Services to address whether they are effectively engaging with young people	Young people's participation is leading to improved access and outcomes.
Distance to accessing services	Ensure that services are available through a range of media, and closer to home.	Demonstrate that actions have reduced rural exclusion.
	Introduce one stop shops that are fully accessible and call centre.	Demonstrate that one stop shops have increased access.
	Publicise community transport schemes	Demonstrate that community transport schemes are reaching the target groups.
Layout of buildings	Ensure all public contact points are fully DDA compliant. Including: <ul style="list-style-type: none"> <li>• Wheelchair access</li> <li>• Hearing loops</li> <li>• Support for people with visual impairments</li> </ul>	Demonstrate improvement through mystery shopping

## Data and information

A solid foundation of good information is critical to being able to identify and address equality gaps. Data provides:

- Trends to see if discrimination is taking place
- Baselines to set targets
- Issues to address through staff and targeted community participation

Actions to address	So What?
Develop a central bank of Equality Impact Assessments	We can demonstrate that EIA's are identifying impacts based on a central pool of information and that by 2012 this is leading to improvements in outcomes.
Ensure that diversity is built into the Cumbria Observatory so that people carrying out EIA's have a central point to research information.	
Develop data sharing protocols so that inter-organisational barriers to building a County diversity profile are minimised.	
Analyse Place Survey results to develop a set of Equality narrowing the gap targets.	We can demonstrate that we have narrowed the gap in relation to: <ul style="list-style-type: none"> <li>• National Indicators measured by the bi-annual Place Survey</li> <li>• National Indicators measured by other means.</li> </ul>
Disaggregate the National Indicators to pin point which NI's can be monitored for impact on diversity strands. Analysis will take place in 2009 and baselines and targets set for beginning of 2010.	

## **Section 13: Building a modern and diverse workforce**

In Cumbria over one in four people work in the public sector, and Cumbria County Council employs over 16,000 people - when we include teachers and fire fighters. For this reason our approach to employing people from a diverse background can have a significant impact on improving a number of the inequalities in the local labour market, and not least:

- Increasing the numbers of disabled people in employment.
- Providing more flexible career opportunities for men and women, and people from Black and Minority Ethnic backgrounds.
- Developing a culture that consistently challenges bullying and harassment, and enables employees of all backgrounds to have an equal voice in influencing decisions.

In particular this means:

- Meeting our employment duties under the Race Relations (Amendment ) Act 2000 Disability Discrimination act 2005 and Equalities Act 2006. (see Sections 3,4 and 5 before)
- Continuous improvement in narrowing the gap between the diversity profile of all sections of the workforce and the Cumbrian population.
- Programmes to target under-represented sections of the community.

To monitor and achieve these outcomes we will:

- Develop a regular management information report on the diversity of Cumbria workforce profile.
- Develop a set of workforce planning outcomes and measures that can be compared by equality strands.
- Carry out an annual workforce planning Equality Impact Assessment that will include issues such as geographical inequalities that arise from rurality and social deprivation as well as the six equality strands protected by legislation.

### **The employment story so far: 2002-8 The Best Value period**

Since 2003 the County Council has collected diversity data on staff relating to:

- Ethnicity
- Gender
- Age

- Disability
- Religion/belief
- Sexuality

During this period the Council collected Best Value performance data on:

- % women, Disabled people and BME people in the top 5% of jobs
- % Disabled people and BME people in the workforce.

Detailed evidence of this information is displayed and analysed in Appendix 6, however the information highlighted a number of trends

- Substantial increases in the proportion of women in the top 5% and top 25% of staff.
- A gradual increase in BME staff at all levels, but beginning to lag behind the growth of BME people in Cumbria after 2007.
- A substantial under-representation of disabled staff – hovering at 1%.
- The numbers of disabled staff in the top 5% stabilising at three times the rate for the rest of the workforce (approx 3%).
- Significant under-representation of people aged under 24 in the workforce at all levels.

In relation to these trends the action we have proposed has been as follows:

- Monitor the rates of promotion of women into senior management.
- Develop and build on positive action schemes aimed at disabled people and young people.
- Monitor the rates of BME recruitment rates at all levels to see if the gap between the workforce profile and the population widens, shrinks or is maintained.

### **The employment story so far: 2009-10 First steps towards positive action programmes**

In 2009 the Council developed a positive action scheme in partnership with Job Centre Plus called Workstart. The Scheme aims to train and develop pools of people on incapacity and disability benefit as well as people who are on long term job seekers allowance and are interested in working for the public sector. When a vacancy arises one of the trainees will be offered a worktrial in the job, which will end in them being able to apply. The scheme has a number of benefits to the Council including:

- Speeding up gaps between people leaving and new starters.

- Reducing the cost of paying recruitment agencies.
- Giving trainees an opportunity to do the job prior to applying, and so breaking the cycle of being out of work.

The first cohort were trained in Business Administration in August 2009 and over 50% have been successfully placed in the Council. From January 2010 a new cohort will be trained and the project will extend from Business Administration to include kitchen work, cleaning, road crossing patrols and care work.

### **The employment story so far: 2009-10 Developing new monitoring systems**

Up to 2009 the Council used PWA, an employee data collection system that was over 15 years old. Although it could monitor applications and the profile of the workforce, it was an out of date system that had a number of real problems, including:

- No capacity to collect diversity data on training, disciplinaries, grievances and redundancies, which meant that the Council were not able to meet all of the Race Relations Act employment duties.
- Several separate databases that needed to be manually amalgamated to create an organisational picture.
- The lack of a single organisational structure, which could give definitive information on the number of teams and the numbers of people in each team.

These drawbacks were exacerbated by an external contract to provide HR administration services, that had not been designed to meet the Council's equality duties, and so locked the Council into a non-compliant system.

To address these issues the Council has done the following:

- Invested in a new single HR system for the authority that has been designed to collect data to meet fully our Equality duties.
- Brought in house the HR administration service which creates greater flexibility in making changes in the light of changing legal requirements.

The new service was established in April 2009 and the organisation is carrying out a data cleansing exercise which means:

- Merging all databases held previously by directorates.

- Building the organisation's first structure and making sure it accurately reflect who people are and where they work.
- Checking all personnel data, including staff diversity profiles.

The current picture is that we are in transition and will be able to produce our first diversity report from the first quarter of 2010-11. This means that the Council is temporarily unable to meet its Race Relations Duty to publish workforce data, though has taken action to address previous systems that have prevented the Council from fully meeting the duty.

### **The employment story so far: 2010-12 Achieving outcomes**

Traditional approaches to Equality focus on how many people in the workforce are from Black and Minority Ethnic groups, disabled people, and men and women. This gives an idea of the numbers but says nothing about people's experience. The kind of management information we need include:

- Turnover
- Demand and supply for specific occupations.
- Qualifications and training needs.
- Redundancy and redeployment.
- Meeting requests for reasonable adjustments.
- Learning from exit interviews

### **Employee and Member development**

As the first point of contact our staff and elected Members need to demonstrate that they recognise and understand diversity, can treat all people with dignity and respect and tailor services where this is needed. To address this the Council has developed the following:

- An **Equality for All** e-learning programme that will be rolled out to all staff in 2010.
- An **Equality for All** staff engagement programme which offers face to face training for all staff by 2012.

The **Equality for All** training programmes will be monitored and evaluation forms include questions that will enable the organisation to develop staff feedback that will inform Equality Impact Assessments. Our training programmes will also be impact assessed, and take into account in

particular issues which some staff experience in accessing information technology.

### **Staff Reference Groups**

Beginning in 2010 the Council will explore setting up disability, BME, LGB and young people's staff reference groups as well as staff reference groups for men and women in areas where men and women are underrepresented. These groups will:

- Act as representative bodies to consult on changes to policies.
- Develop networking opportunities for staff with a shared background.
- Develop publicity campaigns to highlight issues of concern or interest.
- Contribute to staff training and community engagement.

### **Bullying and harassment and collecting prejudicial incidents**

The Council has collected racial incidents in schools and has increased the number of school termly returns to 98%. Racial incidents are monitored by the Children's Services Equality and Participation Manager and action is taken where there is evidence of adverse trends through the Development Officer for Human Rights and Anti-racist Education. In 2010 systems for collecting racial incidents will be extended to include homophobic incidents and wider types of bullying and harassment in schools.

In addition the Council has a system for reporting Prejudicial Incidents. These are any incident that is perceived by a member of staff to be prejudicial on the grounds of race, gender, disability, religion/belief, sexual orientation and age. Prejudicial Incidents are reported internally to the Equality and Cohesion Unit and gives staff, Members and managers an independent line to report an incident if their manager, colleagues or any other party is preventing them from reporting. Reporting rates too few to establish trends and in 2010 a campaign will be launched to promote greater awareness.

Since 2005 the Council has had in place a Bullying and Harassment policy which is tested through the bi-annual Staff Survey. This has shown that rates of bullying have decreased in most directorates. Since then Support

Officers have been established who can provide advice and support to people who feel they have been bullied or harassed. The Support Officer can be any member of staff and they are not part of the investigation process.

Awareness about bullying and harassment has been increased through the Crossing the Line training. In 2010 the Crossing the Line programme will be renewed and evaluated to inform future developments in combating bullying and harassment.

### **Legal discrimination cases**

Legal services examined all discrimination cases taken by employees/ex-employees against the Council since 2004.

There were a total of 29 claims (excluding Equal Pay).

- 18 Disability Discrimination
- 9 Sex Discrimination
- 1 Age Discrimination
- 1 Sexual Orientation Discrimination

Key recommendations include:

- Much better understanding of reasonable adjustments on the part of managers, staff, occupational health.
- Better integration of the DDA into the use of the council's redeployment register.

To address these issues they will be included in the service plans for People Management 2010 and will be addressed as part of review of the contract for occupational health.

### **Single Status and Equal Pay**

Single Status is a national agreement between local authority employers and trade unions in 1997, that required local authorities to take a look at the many different types of terms and conditions of employment their employees were working under, and 'harmonise' those terms and conditions. This was to ensure that all employees were being treated equally, whatever their job or role, i.e. that they are given "Single Status".

This project has included a job evaluation programme that maps the responsibilities of every job in the Council, and sets a payline that is consistent across all occupations. This will require a significant amount of modeling, however in line with the Gender Equality Duty, the Council will ensure that any pay model adopted by Members will have been proofed so that the pay difference between men and women is 5% or under.

An Equality Impact Assessment will be carried out of the pay model in September 2010 when the data is in place, and the findings will be reported on in the 2011 refresh of **Equality for All**.

In addition to Single Status, the Council has a history of Equal Pay claims that are currently being addressed. These go back the mid 1990's and relate to different rates of pay between mainly male roadworkers, and predominantly female staff in catering and personal care.

By December 2009 Settlement offers were made to a total of 2,147 union members, 973 from Unison and 1,174 from GMB. The council set a deadline of November 30th for claimants to accept the offer. This means that 816 Unison members (83% of the total) and 939 GMB members (80% of the total) have formally accepted the offers. The total value of the 2,147 claims is £23.2m and £21.2m has now been paid out, meaning 91% of the value of the claims has been settled.

Section 4 of the Action Plan at Appendix 7 sets out in detail the planned approach to meeting our objective of building a diverse modern workforce.

### **Key issues to address in an effective integration of workforce planning into Equality.**

<b>Barrier</b>	<b>Actions to address</b>	<b>So What?</b>
Staff understanding of Equality	Carry out a Council-wide staff engagement programme that includes: <ul style="list-style-type: none"> <li>• Perceptions, attitudes and branding</li> <li>• Making equalities relevant to people's work</li> <li>• Staff from diverse backgrounds</li> </ul>	Staff feels empowered to address the diverse needs of their service users. Equality Impact Assessments are reflecting good practice on the ground and staff suggestions are leading to changes in practice.

	can influence the organisation	
Support to staff with care responsibilities and equal treatment of part-time staff in manual occupations (over 90% being women)	<p>Develop an in-depth understanding of the needs of the following groups of staff:</p> <ul style="list-style-type: none"> <li>• Female part-time workers (Scales 1-4)</li> <li>• Female middle managers (PO 1-13)</li> <li>• People with caring responsibilities (male and female and people who have responsibilities for caring for older people as well as disabled adults and children).</li> </ul>	Female staff feel more engaged and supported by the organisation. Female managers feel there are greater career opportunities.
Baseline information to inform workforce planning	Monitor staff diversity profile based on Midland Trent and develop a dashboard of workforce planning narrowing the gap targets.	Accurate data is driving programmes of change that are targeted at areas of greatest need.
Clear link between Equality Impact Assessments and changes to practice	Appraisal equality objectives relate to Service Plan equality objectives.	Issues raised in EIA's are fed through to individual staff objectives and improvements in outcomes are linked to the contribution of staff and teams to changing their practice.
Recruitment process as a barrier to entry for disadvantaged groups	<p>Ensure that a recruitment framework is in place that can attract and retain people who are:</p> <ul style="list-style-type: none"> <li>• Disabled and on incapacity benefits</li> <li>• Have low levels of literacy and numeracy</li> </ul>	Monitor staff profile to see if changes to policy and practice lead to increased recruitment of people from under-represented groups.
Support for disabled staff and managers.	<p>Ensure that the Council has a joined up approach to managing requests for reasonable adjustments that relate to:</p> <ul style="list-style-type: none"> <li>• Disability</li> <li>• Carers needs</li> </ul>	We can use monitoring to check if we are actually able to respond to requests for reasonable adjustments.

## Appendix I: Findings from Equality Impact Assessments 2008

### Adults and Cultural Services

Strand	Theme	Details
All	Community Cohesion	Residential care modernisation and day service modernisation need to consider the impact of moving or placing facilities has on the neighbourhood in terms of perceptions and community relations.
	Community Cohesion and delivering services closer to home	Residential modernisation could risk moving people out of their local area to address their care rather than their social and community needs – particularly if they need extra levels of care or nursing care -
	Separating people from their household	Removing people from their household could lead to them no longer living with partners, pets, family etc. This could impact on people who rely more heavily on immediate household networks – informal engagement with the Asian and Chinese community in Carlisle has suggested this as a possibility.
Ethnicity	Community Engagement	Adults and Cultural Services have not develop a mechanism for engaging with BME communities and using their feedback to inform policies and services.
Ethnicity and sexual orientation	Staff understanding	Case studies have shown inconsistent practice when dealing with LGB and minority ethnic clients. Awareness sessions run by AWAZ, Cumbria Disability Network and OutREACH Cumbria identified the need for more resources to be available for care staff and more emphasis on cultural change.
	Small numbers	Only 4 Ethnic Minority clients used respite services, and only 7 people with learning disabilities are recorded as belonging to a Minority Ethnic group – even though 98% of clients have ethnicity recorded. Sexual orientation pilot is beginning, so future data on numbers of LGB clients will be forthcoming.
	Palliative care	Evidence from Eden Valley Hospice has identified issues relating to offering an equal service to people who are dying who are LGB or do not speak English as a first language. <ul style="list-style-type: none"> <li>• One case where an LGB person had not come out to their family but had made confidential instructions to the service about the funeral.</li> <li>• A case of a migrant worker with a brain tumor who suddenly lost the power to speak English in her last days.</li> </ul>
Disability	Equitable service to Mental Health	Mental Health users are underrepresented in Respite Care and extra Home Care compared to people with Learning Disabilities and Physical Disabilities.

	users	There needs to be some research into whether this is having an impact on numbers of Mental Health admissions to hospital.
	Respite care	No systematic evidence of work to stimulate the market to provide respite care in mainstream hotel and holiday settings.
Age	Transition	Basing care services around age rather than needs allows for inconsistency in budgets, staffing and support at key transitions: <ul style="list-style-type: none"> <li>• Children to adult</li> <li>• Adult to older adult</li> </ul>
	Over-representation of under 65's in Residential care	12.99% of service users under 65 years old are in Residential care. This suggests a disproportionately high amount compared to national data.
Rurality	Delivering services closer to home	Greater pressure to move people out of rural areas once their condition requires greater levels of support.

### Children's Services

Strand	Theme	Details
Generic	Accessible information	<ul style="list-style-type: none"> <li>• 84% Multi-Cultural Service Focus Group did not think that CS produce accessible information.</li> <li>• Complaint to ASC highlighted the need to ensure we respond consistently to people who need information in alternative formats</li> </ul>
	Access to Pupil Referral Units	<ul style="list-style-type: none"> <li>• Time lag in accessing the Pupil Referral Units is impacting on support to vulnerable pupils.</li> </ul>
Ethnicity	Awareness of services	<ul style="list-style-type: none"> <li>• 78% of Multi-Cultural Service Focus Group attendees did not know about the services on offer in Children's Centres.</li> </ul>
	Safeguarding	<ul style="list-style-type: none"> <li>• 58% of Multi-Cultural Service Focus Group attendees did not know what to do if they had a welfare concern about a child.</li> <li>• Recommendations from the Baby Hassan Review about all staff in contact with vulnerable children to have cultural awareness training, has yet to be implemented.</li> </ul>
	Racial incidents	<ul style="list-style-type: none"> <li>• Lack of staff confidence in handling racial incidents</li> </ul>
Religion	Grants	<ul style="list-style-type: none"> <li>• Have non-Christian religious groups applied for grants?</li> </ul>
Disability	Access to equipment	<ul style="list-style-type: none"> <li>• Access to ICT equipment for young people with sensory impairment is inconsistent.</li> </ul>
	Academic achievement	<ul style="list-style-type: none"> <li>• Data does not separate SEN pupils who are disabled from non-disabled, and does not break down by impairment group.</li> <li>• 52% of children with mental ill health who use the Hospital and Home Tuition Service currently are not supported by trained staff (a programme to address this is in place).</li> </ul>
	Safeguarding	<ul style="list-style-type: none"> <li>• Review case findings show that assessment of parental mental</li> </ul>

		health and learning disabilities is inconsistent in relation to safeguarding.
Disability and Gender	Accessible venues	<ul style="list-style-type: none"> <li>Concerns about Portland Sq not being accessible.</li> <li>Concerns about e-procurement and being able to book accessible meeting venues.</li> </ul>
Gender	Academic achievement	<ul style="list-style-type: none"> <li>Schools that do not develop targeted programmes for addressing boys' attainment are not closing the gender attainment gap.</li> </ul>
	Safeguarding	<ul style="list-style-type: none"> <li>Girls aged 10-15 are the most at risk group of being put on a child protection plan.</li> <li>Boys are more likely to be referred to child protection agencies, but girls are more likely to be on a child protection plan.</li> </ul>
	Domestic Violence	<ul style="list-style-type: none"> <li>Child protection cases show that more work is needed to break the inter-generational cycle in some families where boys grow up to become perpetrators and girls to become victims.</li> </ul>
	Occupational segregation	<ul style="list-style-type: none"> <li>Only 17% of applicants to jobs in Children's Services are from men.</li> <li>There is a shortage of men in key occupations – early years staff and residential carers have been identified.</li> </ul>
Rurality	Isolation	<ul style="list-style-type: none"> <li>Evidence of young people in rural areas having less access to social opportunities and being subject to stigma by the local population.</li> </ul>
	Economies of scale	<ul style="list-style-type: none"> <li>Cost of providing services in rural areas on an equitable basis with urban areas.</li> </ul>

### Environment

Strand	Theme	Details
Generic	Complaints about bus services	<ul style="list-style-type: none"> <li>Need to sort out Council's role in monitoring complaints when the Council does not subsidise the route.</li> </ul>
	Household Waste Recycling Centres and special assistance	<ul style="list-style-type: none"> <li>Need to ensure that anyone needing special assistance on site received a consistent level of support across the county.</li> </ul>
	Alternative transport schemes (including Rural Wheels)	<ul style="list-style-type: none"> <li>People with mobility problems in areas served by bus routes without low floor access have to pay more to use alternative transportation, and may be more limited in the times.</li> <li>Is there monitoring of the % of vehicles that are accessible?</li> <li>There needs to be tighter partnership working between the PCT and County Council on access to alternative transport schemes, and more flexibility when people want to combine medical appointments with shopping, getting to work etc.</li> <li>Many groups are unaware of alternative transport schemes such as Rural Wheels.</li> </ul>

Disability and ethnicity	Bus driver training	<ul style="list-style-type: none"> <li>Complaint in Windermere raised issues about bus drivers understanding the needs of users with sensory impairment.</li> <li>What training is in place for bus drivers when engaging with passengers who do not speak English as a first language?</li> <li>Are bus drivers from Ethnic Minority Groups given support if they are subject to racist abuse?</li> </ul>
Disability age and gender	Accessibility of sites	<ul style="list-style-type: none"> <li>Need to ensure that all modernised sites are addressing accessibility issues such as removing gantrees.</li> </ul>
Disability	On-street parking bays	<ul style="list-style-type: none"> <li>90% of applications in Barrow rejected on grounds that there are parking spaces within 50 meters of the applicants' front doors.</li> <li>Inconsistencies between Council Guidance and application by Capita.</li> <li>Need for better support from Adults Social Care.</li> </ul>
	Accessing bus services	<ul style="list-style-type: none"> <li>What should happen when there a non-accessible bus is used on a route that is designated as accessible?</li> <li>What influence does the Council on commercial operators to introduce low-floor buses by 2017.</li> <li>If a rolling programme of low-floor buses were introduced how should the Council prioritise routes?</li> </ul>
Gender	Overrepresentation of men accessing the Return to Work scheme	<ul style="list-style-type: none"> <li>69% of people on the return to work scheme in Cumbria are men compared to a national average of 60%</li> </ul>
	Under-representation of women working in the waste sector	<ul style="list-style-type: none"> <li>Need to develop a positive action programme to encourage more women to apply for work in the waste sector.</li> </ul>
Age	Overrepresentation of younger age groups accessing the Return to Work scheme	<ul style="list-style-type: none"> <li>43% of people on the return to work scheme in Cumbria are below 35 years old compared to a national average of 17%.</li> </ul>
Rurality	Reaching people on incapacity benefits	<ul style="list-style-type: none"> <li>Return to Work schemes operating in urban areas get 46% of referrals from Job Centre Plus compared to 17% in rural areas.</li> </ul>

### Organisational Development

Equality Strand	EIA	Theme	Details
All	Recruitment	Barriers to recruitment	The current approach to having a single application form and process is too complex for: <ul style="list-style-type: none"> <li>• People with limited literacy skills.</li> <li>• People who have been out of work for a long time and need extra support in getting through the application process.</li> </ul>
	Single Status	Support for carers	Current support packages are biased towards people with care responsibilities for children, rather than adults. This impacts on: <ul style="list-style-type: none"> <li>• Disabled people</li> <li>• Older people</li> </ul>
	ICT projects	Equality proofing project requests	Currently there are no systems in place for Business Release Managers to assess whether an ICT project addresses equality issues. Currently they have to do this for Value for Money.
		Communication with staff	Key staff groups currently lack access to ICT, particularly in care and Premises. This impacts mainly on part-time women and older workers.
Ethnicity	Single Status	Data collection	15% of staff ethnicity is still not collected.
Disability	Workforce Development	% of disabled staff	1.14% of CCC staff declare a disability. This is in the lowest quartile for any local authority. 16% of working age Cumbrians have a disability based on the definition of a life long limiting condition.
Disability	Single Status	Reasonable adjustments	The Council lacks a consistent approach to managing reasonable adjustments. That has come up in relation to case work relating to: <ul style="list-style-type: none"> <li>• Changes to office location</li> <li>• Access to toilets</li> <li>• Adaptations to new ICT equipment</li> <li>• Parking bays in council property</li> </ul>
Gender	Workforce Development	Glass Ceiling for female managers	Across Cumbria only 25.56% of the top 5% earners in Local Authorities are women. Recent senior female appointments in Cumbria County Council have not addressed promotion of women from within the organisation.
	Workforce	Gender Segregation	<ul style="list-style-type: none"> <li>• Low numbers of women in</li> </ul>

	Development		<p>traditional male areas – waste management, highways.</p> <ul style="list-style-type: none"> <li>• Low numbers of men in traditional female areas – care, education.</li> </ul>
Age	Workforce Development	Age profile	<ul style="list-style-type: none"> <li>• People below the age of 24 are underrepresented in the County Council workforce.</li> </ul>

### Resources

Equality Strand	EIA	Theme	Details
All	Registrars	Monitoring births and deaths	<p>Need to see if quarterly data can be sent for disaggregated by gender, age, disability, ethnicity and sexuality.</p> <p>Develop quarterly diversity reports.</p>
Ethnicity	Premises	Language support	<p>A number of impacts relating to recruiting staff who speak limited English include:</p> <ul style="list-style-type: none"> <li>• Quality of health and safety information.</li> <li>• Establishing the level of English required for specific jobs as a part of the Job Profile.</li> <li>• Funding interpreters.</li> <li>• Access to work based opportunities to learn English</li> <li>• English language and the interview process.</li> </ul>
Ethnicity, Religion and Sexual Orientation	Registrars	Flexibility in providing ceremonies	<p>Strong evidence from Kendal registry office, but is this consistent with other registration offices in Cumbria?</p>
Age	Premises	Staff age profile	<p>Only 12.5% of staff for premises are below 39 years old.</p>

## Appendix 2: Cumbria Attitudes Survey (2007)

The Cumbria Attitudes Survey was begun in 2004 and will be repeated every three years. The aim of the survey is to track changing attitudes within Cumbria and be able to place this within local and national context.

The Cumbria Attitudes Survey recognises the long term aspect of changing attitudes, but the findings also give public sector organisations and community groups a three year window to implement any actions.

Compared to 2004, the 2007 survey shows a number of encouraging trends:

- Gradual decline in racism.
- Gradual increase in percentage of people who think people from different backgrounds get on.
- Sharp decline in people objecting to Asylum Seekers.
- Continuing acceptance of people from different backgrounds in professional positions/positions of authority.
- Gradual increase in acceptance of people who are Gay, Lesbian or Bi-sexual.
- Moderate acceptance of Eastern European Migrant Workers, especially compared to some counties experiencing similar changes (i.e. around The Wash and in Herefordshire).
- General acceptance of the economic benefits of inward migration.
- Most people have contact with Black and Minority Ethnic people and Gay, Lesbian and Bi-sexual people.

However there are a number of points that highlight concern:

Question	Response	2004	2007	% change
Do you think there is more racial prejudice in Britain now?	More now	41	47	6
Do you think there is more racial prejudice in Cumbria now?	More now	17	23	6
Do you think there will be more racism in Britain in 5 years?	More in 5 years	41	49	8
Do you think there will be more racism in Cumbria in 5 years?	More in 5 years	29	35	6
It's a good thing that Britain is a multi-cultural society	Strongly agree/agree	50	40	-10
	Strongly	17	24	7

	disagree/disagree			
Those settling in this country should not maintain the culture and lifestyle they previously had.	Strongly agree/agree	41	50	9
	Strongly disagree/disagree	32	21	-11
Do you know anyone who is prejudiced against the following groups?	Different ethnic group	53	53	0
	Gypsy Travellers	47	47	0
Which if any would you feel less positive towards?	Gypsy Travellers	39	39	0
	Muslims		28	New question
	Gay or Lesbian people	17	14	-3
	Eastern European Migrant Workers	N/A	13	New question
Do you know anyone who is...	Gypsy Traveller	13	14	1
	Eastern European Migrant Worker	N/A	24	New question

### Appendix 3: Summary of Equality Legislation

Equality Strand	Legislation	Main duties on Local Authority	Scope
Gender	Equal Pay Act 1970 (Amended)	Gives individual employees a right to the same contractual pay and benefits as a person of the opposite sex in the same employment, where the man and woman are doing: like work; work rated as equivalent under a job evaluation study; or work that is of equal value.	Employment
	Sex Discrimination Act 1975	To prevent unlawful discrimination on the grounds of sex. Applies to sex discrimination in employment, education, advertising or in the provision of goods, services or facilities.	Employment , provision of goods, services and facilities
	Employment Equality (Sex Discrimination) Regulations 2005	Introduces new definitions of indirect discrimination and harassment, explicitly prohibits discrimination on the grounds of pregnancy or maternity leave, sets out the extent to which it is discriminatory to pay a woman less than she would otherwise have been paid due to pregnancy or maternity.	Employment
	Sex Discrimination 1975 (Amendment) Regulations 2008	Introduces a new definition of sex related harassment applying to individuals who are affected by unwanted conduct, as well as those subject to the conduct themselves. Introduces new concept of third party harassment, where employer knowingly fails to protect an employee from repeated harassment by a third party.	Employment
	Gender Recognition Act 2004	To provide transsexual people with legal recognition in their acquired gender.	Employment , provision of goods, services and facilities
	Equality Act 2006	Introduces a positive duty on public sector bodies to promote the equality of opportunity between women and men and a positive duty to eliminate sex discrimination and discrimination on the grounds of gender reassignment.	Employment , provision of goods, services and facilities

<b>Equality Strand</b>	<b>Legislation</b>	<b>Main duties on Local Authority</b>	<b>Scope</b>
	Sex Discrimination (Gender Reassignment) Regulations 1999	To prevent sex discrimination relating to gender reassignment. Applies to transsexuals in relation to equal pay and treatment in employment and training.	Employment
<b>Ethnicity</b>	Race Relations Act 1976	Prohibits discrimination on racial grounds in the areas of employment, education, the provision of goods, facilities, services and premises.	Employment , provision of goods, services and facilities
	Race Relations (Amendment) Act 2000	Statutory duty on all public bodies to promote equal opportunity, eliminate racial discrimination and promote good relations between different racial groups.	Employment , education, provision of goods, services and facilities.
	Race Relations Act 1976 (Amendment) Regulations 2003	New definitions of indirect discrimination and harassment, new burden of proof requirements, continuing protection after employment ceases, introduces new exemption for certain job requirements.	Employment , education, provision of goods, services and facilities.
	Racial and Religious Hatred Act 2006	An act to make provision for offences involving stirring up hatred against persons on racial or religious grounds	Employment , education, provision of goods, services and facilities.
<b>Disability</b>	Disability Discrimination Act 1995	Outlaws discrimination and disability related harassment against disabled people in employment, the provision of goods, facilities and services or the administration or management of premises.	Employment , provision of goods, services and facilities.
	Disability Discrimination (Amendment)	Introduces a positive duty on public bodies to promote equality of opportunity between disabled people and others; to eliminate unlawful disability	Employment , provision of goods,

Equality Strand	Legislation	Main duties on Local Authority	Scope
	Act 2005	discrimination and disability related harassment; to promote positive attitudes to disabled people and encourage participation by disabled people in public life and take steps to meet disabled people's needs including more favourable treatment.	services and facilities.
<b>Sexual Orientation</b>	Employment Equality (Sexual Orientation) Regulations 2003	Protects against discrimination on the grounds of sexual orientation in employment, vocational training, promotion and working conditions.	Employment
	Civil Partnerships Act 2004	Provides legal recognition and parity of treatment for same-sex couples and married couples, including employment benefits and pension rights.	Employment , provision of goods, services and facilities.
<b>Religion or Belief</b>	Employment Equality (Religion or belief) Regulations 2003	Protects against discrimination on the grounds of religion and belief in employment, training, promotion and working conditions.	Employment
	Equality Act 2006	Protects access discrimination on the grounds of religion or belief in terms of access to goods, facilities and services	Provision of goods, facilities and services
	Racial and Religious Hatred Act 2006	An act to make provision for offences involving stirring up hatred against persons on racial or religious grounds	Employment , education, provision of goods, services and facilities.

Equality Strand	Legislation	Main duties on Local Authority	Scope
<b>Age</b>	Employment Equality (Age) Regulations 2006	Protects against discrimination on the grounds of age in employment and vocational training. Prohibits direct and indirect discrimination, victimisation, harassment and instructions to discriminate	Employment

## Appendix 4: Functions Policies and Equality Impact Assessments

### Lists of functions assessed for relevance to our equality duties.

In taking forward our work to promote equality in our functions, policies and practices and in employment it is important to identify the policy areas and functions where equality and diversity are relevant. This allows us in implementing the Single Equality Scheme to prioritise and focus on issues in a planned and proportionate way. Identifying functions and policies for relevance to equality is a statutory requirement given particular emphasis in the Race Equality Duty.

In considering our equalities duties we have considered:

- Is it relevant to the general duty in respect of race, disability and/or gender? Is it relevant to our commitments in respect of age, religion or belief and/or sexuality and gender identity?
- Is there, and how much, evidence or reason to believe that some groups could be differently affected?
- Is there any public concern that the function or policy is being carried out in a discriminatory way?
- What is the feedback from the community engagement and consultation which informs this Scheme?
- What are the wider issues, agenda, opportunities and challenges over the next three years?
- How do the priorities match/fit with overall organisational priorities?

The information which has informed our decisions is set out in **Equality for All** and the Appendices to it.

Where we create new policies, practices, procedures or engage in developments and changes, we will assess whether an Equality Impact Assessment carried out on the Functions set out in Equality for All provides sufficient information and assessment of impacts to inform the initiative. In doing so we will take into account:

- The nature, scale and significance of the initiative development or change.

- The relationship of the Functional Equality Impact Assessment to the initiative development or change.
- How recent and up to date is the Equality Impact Assessment.
- The likelihood of impacts outside those considered in the Functional Equality Impact Assessment.

We will consider whether the current Functional Equality Impact Assessment is:

- Sufficient/satisfactory in its current form.
- Sufficient/satisfactory if refreshed to take account of the initiative development or change.
- Not sufficient/satisfactory, or the initiative, development or change is of such a nature scale or significance that a dedicated Equality Impact Assessment is necessary

Wherever we conclude that a Functional Equality Impact Assessment is sufficient, but needs refreshment, we will do so.

Wherever we conclude that a Functional Equality Impact Assessment is insufficient, a dedicated Equality Impact Assessment will be undertaken.

In reaching our decisions about the reliance upon current Equality Impact Assessments, or upon refreshed Equality Impact Assessments, we will where appropriate seek the advice of our Equality Partners.

## Functions

The County Council framework for managing Equality is set out in Section 9 (see before). The Directorates and Units are responsible for the functions and service areas set out below.

In relation to the work of **Adults and Cultural Services;**

- All aspects of Care provision and supporting people, in particular the elderly and those with disabilities.
- Safeguarding and Prevention
- Commissioning Strategies
- Libraries, Archives and Cultural Policy

Service areas :-

- Cumbria Care and Governance
- Older people and performance
- Disability
- Change management
- Library Service
- Cultural Policy
- Archives

In relation to the work of **Chief Executive**;

- Strategic Planning, Partnerships, and Community Strategy
- Performance and Knowledge Management
- Communication and Consultation.

Service areas :-

- Policy and Performance
- Communications

In relation to the work of **Children`s Services**;

- Planning for Children and Young people
- Schools and Learning
- Supporting Children and families
- Commissioning
- Safeguarding
- Working in localities

Service areas :-

- Schools and learning
- Child and family support
- Commissioning and Management support

In relation to the work of **Environment**;

- Environmental Planning
- Highways and Transportation
- Regeneration and Economic Development

Service areas :-

- Spatial planning
- Waste planning
- Highways and transport
- Economic Development
- Environment

In relation to the work of **Organisational Development and Resources**;

- Human Resource (Workforce) management, support and development
- Equality and Cohesion
- Business development and improvement
- Finance and Legal Services
- Property and Premises
- Procurement
- Democracy and participation.

Service areas :-

- People management
- Equality and cohesion
- Health and safety
- ICT
- Business improvement
- Finance
- Property
- Procurement
- Member Services
- Legal Services
- Premises

In relation to the work of **Safer and Stronger Communities**

- Cumbria Fire and Rescue Service
- Community Engagement, Safety and Resilience

Service areas :-

- CFRS
  - Trading Standards
  - Community Unit
  - Community Safety
  - Resilience

The priorities for actions which we have identified are set out in **Equality for All** and the Action Plan. We have also reflected key functional areas within the work of the County Councils Directorates to be subject to and be informed by our programme of Equality Impact Assessments. The outcomes of Equality Impact Assessments, re-fresh`'s of them, and new EIA`s carried out will be used to inform the planning of service provision through Service Plans.

### **Equality Impact Assessment Programme**

Equality Impact Assessments that have been scheduled for each Directorate and service area. These cover the Council's core functions and the EIA will be refreshed each year.

#### **Adults and Cultural Services**

<b>Service Areas</b>	<b>Functional EIA</b>	<b>Year EIA commenced</b>
Cumbria Care & Care Governance	<b>Day Care</b>	2008
	<b>Residential Care</b>	2009
	<b>Safeguarding</b>	2009
Older People & Performance	<b>Prevention</b>	2009
	<b>Domiciliary Care</b>	2008
	<b>Community Meals</b>	2009
	<b>Intermediate Care</b>	2009
	<b>Older People Commissioning Strategy</b>	2009

Disability	<b>Occupational Therapy</b>	2009
	<b>Respite Care</b>	2009
	<b>Supporting People</b>	2009
	<b>Learning Disability Commissioning Strategy</b>	2009
	<b>Physical Disability/Sensory Impairment Commissioning Strategy</b>	2009
	<b>Mental Health Commissioning Strategy</b>	2006
Change Management	<b>Self Directed Support</b>	2009
Library Service	<b>Libraries</b>	2008
Cultural Policy	<b>Cultural Policy</b>	2008
Archives	<b>Archives</b>	2009

### Chief Executive

<b>Service Areas</b>	<b>Functional EIA</b>	<b>Year EIA commenced</b>
Policy and Performance	<b>Council Planning</b>	2009
	<b>CAA and Knowledge Management</b>	2009
	<b>Performance Management</b>	2006
	<b>Cumbria Strategic Partnership and Community Strategy</b>	2007
Communications	<b>Communications</b>	2006
	<b>Consultation</b>	2006
	<b>Media</b>	2009
	<b>3C Studios</b>	2009

### Children`s Services

<b>Service Areas</b>	<b>Linked EIA</b>	<b>Year EIA commenced</b>
Schools & Learning (Projects)	<b>Children and Young People Plan</b>	2009
	<b>SIT (attainment)</b>	2008
	<b>Children Looked After</b>	2008
	<b>Governor Services</b>	2007
	<b>Data Management</b>	2007
	<b>Carlisle Locality</b>	2008
	<b>Supporting Children &amp; Families</b>	2007
	<b>CYSS Commissioning</b>	2008
	<b>Safeguarding Board</b>	2008
	<b>Furness Locality</b>	2008
	<b>Building Schools for the Future</b>	2009
	<b>Student Support</b>	2008

Child & family Support	<b>Children Looked After</b>	2008
	<b>West Locality</b>	2008
Commissioning & Management Support	<b>Aiming High for disabled children</b>	2009
	<b>Office Accommodation</b>	2009
	<b>School Clothing Grants</b>	2009
	<b>Commissioning &amp; Finance Support</b>	2008
	<b>Organisational Learning &amp; Development</b>	2008
	<b>East Locality</b>	2008

## Environment

<b>Service Areas</b>	<b>Linked Functional EIA</b>	<b>Year EIA commenced</b>
Spatial Planning	<b>Spatial Planning</b>	2009
Waste Planning	<b>Waste Management</b>	2006
Highways and Transportation	<b>Passenger Transport</b>	2006
	<b>Local Transport Plan</b>	2009
	<b>Highways</b>	2008
Economic Development	<b>Land Reclamation</b>	2006
	<b>Regeneration</b>	2009
	<b>Supporting Community Businesses</b>	2006
	<b>Tackling Worklessness</b>	2008
	<b>Engaging with the EU</b>	
Environment	<b>Planning</b>	2009

## Organisational Development

<b>Service Areas</b>	<b>Linked Functional EIA</b>	<b>Year EIA commenced</b>
People Management	<b>HR Policy</b>	2009
	<b>HR Operations</b>	2009
	<b>Learning and Development</b>	2009
	<b>Service Centre</b>	2009
	<b>Single Status</b>	2008
Equality and Cohesion	<b>Cumbria Equality Scheme</b>	2006
	<b>Community Cohesion Framework</b>	2007
	<b>Cumbria Multi-Cultural Service</b>	2009
Health and Safety	<b>Health and Safety</b>	2008
ICT Client Team	<b>ICT function</b>	2008
Business Improvement	<b>Business Improvement programmes</b>	2006

## Resources

<b>Service Areas</b>	<b>Linked Functional EIA</b>	<b>Year EIA commenced</b>
Finance	<b>Finance</b>	2006
Property	<b>Property</b>	2009
Procurement	<b>Procurement</b>	2006
Member Services	<b>Elections</b>	2009
	<b>Scrutiny</b>	2006
	<b>Registrars</b>	2008
Legal Services	<b>Legal Services</b>	2008
Premises	<b>Premises</b>	2008

## Safer and Stronger Communities

<b>Service Areas</b>	<b>Linked Functional EIA</b>	<b>Year EIA commenced</b>
Cumbria Fire and Rescue Service	<b>Prevention</b>	2008
	<b>Intervention</b>	2008
	<b>Protection</b>	2008
	<b>Organisational Development</b>	2008
Trading Standards	<b>Enforcement</b>	2008
	<b>Advice</b>	2008
Community Unit	<b>Community Engagement Strategy</b>	2008
Community Safety	<b>Section 17</b>	2008
Resilience	<b>Managing public emergencies</b>	2008

## Appendix 5: Equality analysis of National Indicators on the Place Survey

Coding: Red: Equality gaps, Green no Equality gaps

NI	Description	Gender Gap and gender most affected	Ethnicity Gap	Disability Gap	Age Gap and most affected age group
1	% of people who believe people from different backgrounds get on well in their local area		9%		18% 18-24
2	% of people who feel they belong to their neighbourhood		18%		39% 18-24
3	Civic participation in the local area	9% Males			20% 18-24
4	% people who feel they can influence decisions in their locality				
5	Overall/general satisfaction with the local area				13% 25-34
6	Participation in regular volunteering				
17	Perceptions of anti-social behaviour				
21	Dealing with local concerns about anti-social behaviour				
22	Perception of parents taking responsibility for the behaviour of their children in the area				22% 18-24
23	Perceptions that people in the area treat one another with respect and consideration		15%	6%	18% 18-24
27	Understanding of local concerns about anti-social behaviour and crime by the local council and police				
37	Awareness of civil protection arrangements in the local area				
41	Perceptions of drunk or rowdy behaviour as a problem		11%	8%	16% 18-24
42	Perceptions of drug use or drug dealing as a problem		6%	6%	24% 18-24
138	Satisfaction of people over 65 with both home and neighbourhood				
139	The extent to which older people receive the support they need to live independently at home				32% 18-24
140	Fair treatment by local services				

## Appendix 6 Workforce Diversity Profile 31. 8. 08

At the end of March 2008 there were 18,765 staff working for the council. Since 2006 the County Council has collected diversity data on staff relating to:

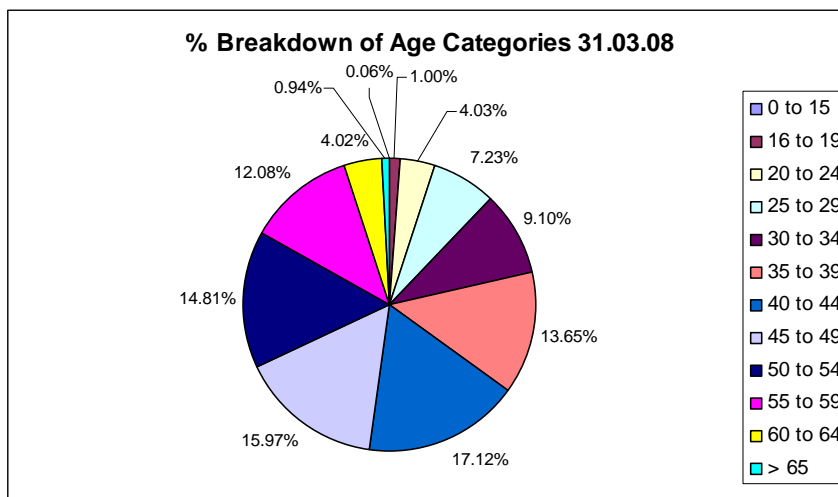
- Ethnicity
- Gender
- Age
- Disability
- Religion/belief
- Sexuality

An analysis of the breakdown for each diversity strand is given below for their whole organisation. Analysis of people applying for posts by the six diversity strands does not suggest that a particular group is more likely apply for a post than succeed, so the main focus of this section is on staff profiles rather than recruitment and retention.

Issues relating to the recruitment of people from diverse backgrounds has been given in the EIA of the recruitment function.

### Age Profile

The pie-chart below identifies the age profile of staff.



**Commentary:** From these figures it is clear that are clear patterns of over and under-representation as outlined in the table below:

<b>Comparison with working age population (16-65) 319,900</b>			
	<b>% Cumbria</b>	<b>% CCC</b>	<b>Under/over representation</b>
15-19	9.81	1.0	- 89.81
20-24	7.63	4.03	- 47.18
25-29	7.25	7.23	+ 0.27
30-34	8.60	9.10	+ 5.81
34-39	11.03	13.55	+ 22.85

40-44	12	17.12	+ 42.66
45-49	11.41	15.97	+ 39.96
50-4	10.41	14.81	+ 42.27
55-59	11.91	12.08	+ 1.43
60-64	9.97	4.02	- 59.68

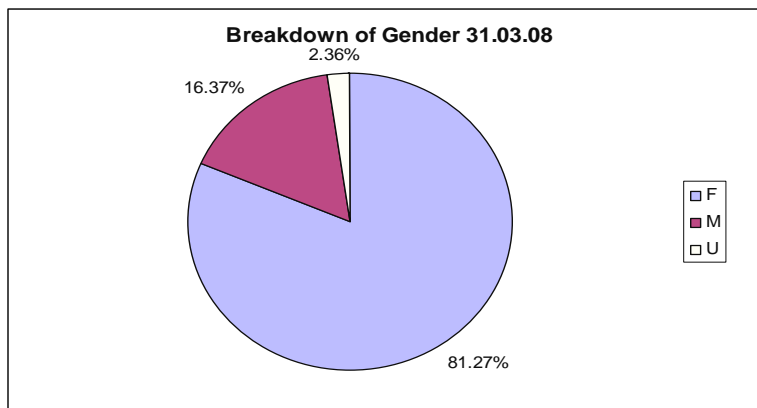
This data shows that the workforce does not reflect the make up of the working age community.

- People below the age of 25 are considerably underrepresented. This is mitigated by a proportion going into higher education.
- People above age 60 are considerably underrepresented, which is mitigated by the high proportion of people in Local Government who retire at 60.
- Considerable overrepresentation for people aged 34-59.

A positive action project for people aged below 25 is currently being scoped with a possibility for launching in 2009-10.

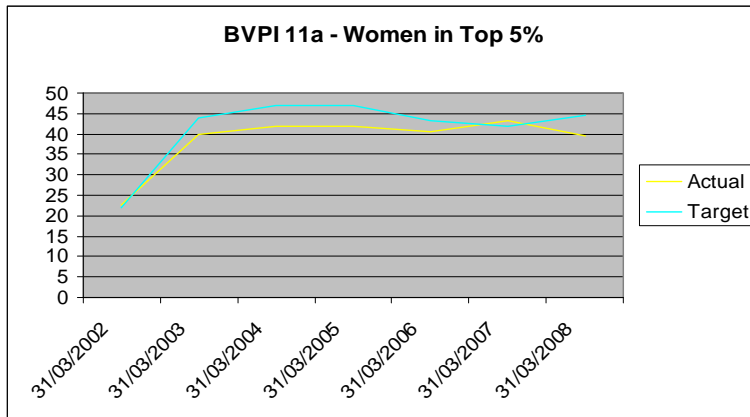
### Gender Profile

The gender profile is summarised in the pie-chart below.



**Commentary:** Prior to the contracting out of Highways to Amey, the proportion of males in manual grades was considerably higher. The current breakdown reflects a long term issue of gender segregation. Care staff in Adult Social Care and Premises staff are nearly 100% female. In contrast the majority of senior managers are male.

### BVPI 11a Women in the top 5% earners



Since the County Council monitored and set targets for women in the top 5% there has been a sustained increase in the percentage of women in senior positions from between 20-25% to between 40-45%. In 2005 female two Corporate Directors were recruited for Adult Social Care and Children's Services. More recent appointments of senior staff have gone much further in appointing women in areas that are marked by gender segregation. Since April 2008 a number of senior recruitments have been appointed to women including:

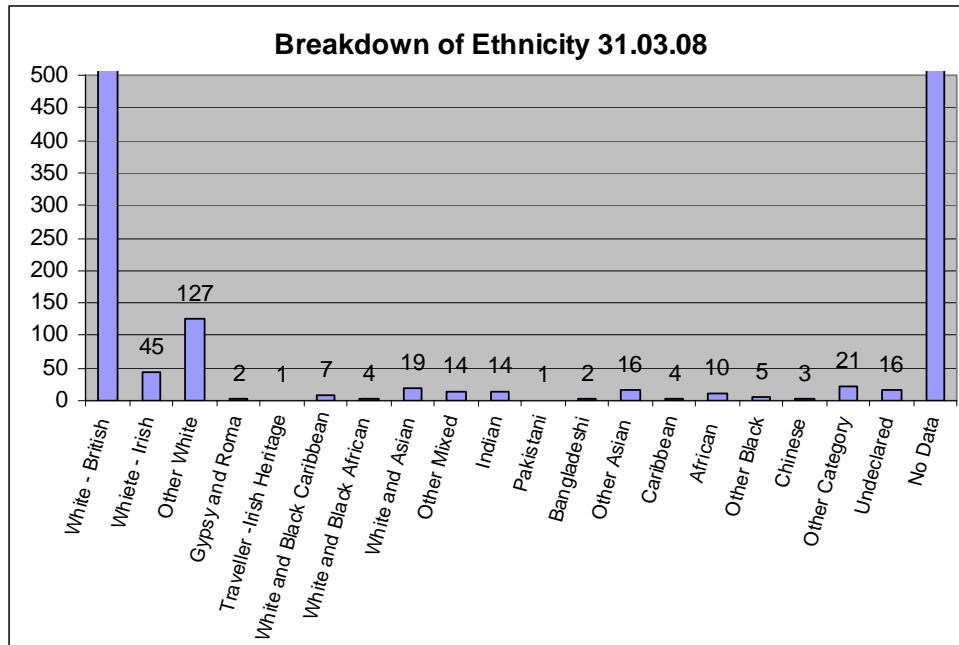
- Chief Executive
- Corporate Director for Resources
- Corporate Director for Environment
- Lead Officer for Finance Strategy
- Head of Legal Services

The gender profile of the Corporate Management Team in December 2010 demonstrates this shift.

<b>CEO/Corporate Director</b>	<b>Gender</b>	<b>Date appointed</b>
Chief Executive	Female	2009
Organisational Development	Male	2007
Safer and Stronger Communities	Male	2007
Resources	Female	2008
Adults Services	Female	2005
Children's Services	Female	2005
Economy	Female	2009

Comparison of the top 5% and the top 25% of earners shows that the proportion of women in management overall has increased, with 65% of all top 25% staff being women.

## Ethnicity Profile



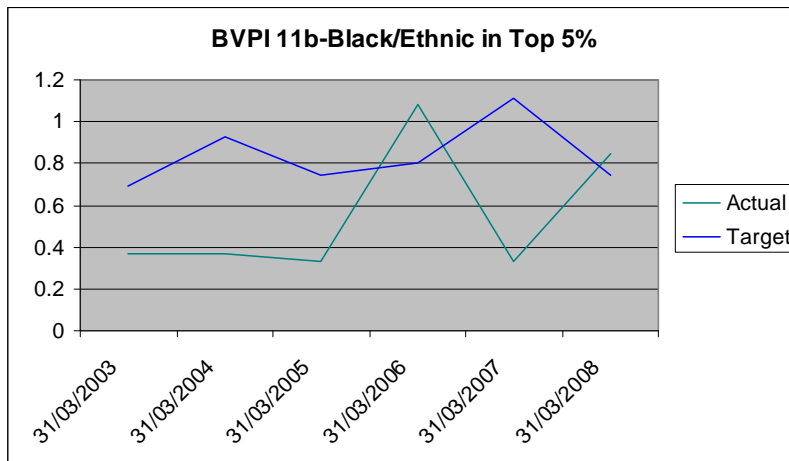
The profile of staff ethnicity reflects the County profile, and Cumbria is in the top quartile for the % of BME people who work for the organisation compared to demographic. For this reason we are not currently pursuing a positive action programme relating to ethnicity.

% Breakdown of Ethnicity 31.03.08		Cumbria 2001 Census
Green: Over represented		
Red: Under represented		
Amber: Equal		
	CCC	
White - British	74.22%	
White - Irish	0.24%	0.41%
Other White	0.68%	0.82%
Gypsy and Roma	0.01%	N/A
Traveller -Irish Heritage	0.01%	N/A
White and Black Caribbean	Total mixed 0.23%	Total mixed 0.18%
White and Black African		
White and Asian		
Other Mixed		
Indian	Total Asian/Asian British 0.18%	Total Asian/Asian British 0.18%
Pakistani		
Bangladeshi		
Other Asian		

Caribbean	Total Black 0.1%	Total Black 0.062%
African		
Other Black		
Chinese	0.02%	0.14%
Other Category	0.11%	0.064%
Undeclared	0.09%	
No Data	24.12%	

### BVPI 11b and 17 Black Ethnic Minority people in top 5% earners and in the workforce

The overall performance for this objective has shown that the ethnic profile of senior managers is in line with the county demographic (0.7% in 2001 Census). The overall rating however has been the very low numbers that can make a significant difference one Black senior manager entering or leaving the organisation can make.

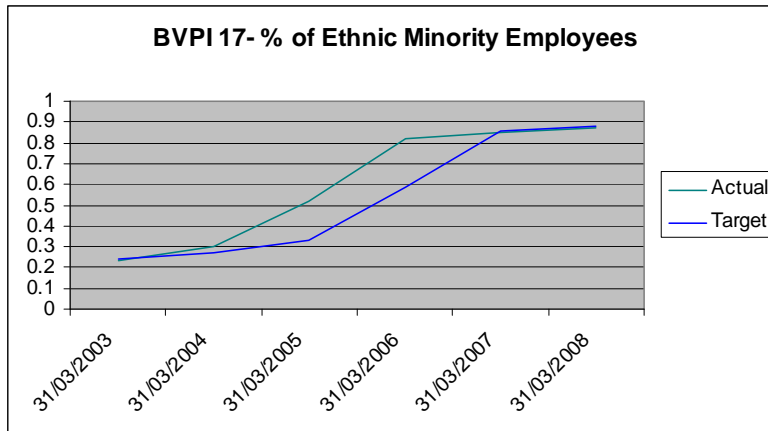


For 2009 the following local PI's are being researched:

- To adopt a definition that includes White minority ethnic groups. This allows the organisation to monitor Gypsy Travellers and Eastern European people who make up a significant proportion of Cumbria's minority ethnic population.
- To adopt an indicator on BME people in the top 5% of Public Sector organisations – this will allow for a larger BME cohort and will include District Councils and possibly Police and NHS Trusts.
- Introduce a PI to monitor the % of BME people in the top 25% of Cumbria County Council's workforce – this will create a larger cohort and enable the organisation to assess if there is need for a Black Managers Positive Action Scheme.

Turning to BVPI 17, the proportion of Black Minority Ethnic people in the workforce as a whole has shown significant and sustained improvement. In 2003 only 0.2% of the workforce were from Black Minority Ethnic communities. This was a significant under-representation. The BVPI's were used as a stretch target to improve on this and it has

succeeded, with the 2008 performance outperforming the target (0.9%) and showing a net positive against the 2001 Census.



The overall progress is positive, however there are three issues to address:

- Consistency of staff ethnic profile between Directorates.
- Increasing the total % of staff who declare their ethnicity.
- Raising performance for ethnicity declaration for the worst performing Directorates and Units.

The table below gives a Directorate and Unit breakdown of % staff who have declared their ethnicity in relation to BME staff.

		31.03.08		
		Headcount		
Directorate	Department	Excl Temps	% ethnicity declared	% BME staff
Adult Social Care	Care	3153.00	97%	2.98
	Adult Services	433.00	96%	
	Directorate/Directorate Support	10.00	100%	
	Management Services (DMS)	200.00	98%	
	Performance (SQ)	51.00	98%	
CEx/S&P	CEx	5.00	60%	3.42
	Comms	38.00	66%	
	Community	44.00	84%	
	HR, H&S & Equality	45.00	71%	
	Policy & Performance	16.00	81%	
Children's Services	Children & Family Care	576.00	97%	3.15
	Prevention & Partnership	213.00	80%	
	Planning, Commissioning, Perf & Resource	553.00	70%	
	Schools & Learning	293.00	76%	
Client Services	GMT Business Services & HR	21.00	81%	1.28
	Highways	29.00	69%	

	Premises	1680.00	81%	
	Procurement	28.00	100%	
	Waste Management (inc Port)	34.00	91%	
EC&E	Culture	458.00	81%	2.37
	Directorate/Directorate Support/Area Support	8.00	100%	
	Environment	35.00	89%	
	Invest in Cumbria	5.00	60%	
	Regeneration	51.00	86%	
	Transport & Spatial Planning	60.00	92%	
Educ (Schools)	Schools	10827.00	73%	1.76
F&CS	Corp Finance (incl Scrutiny)	136.00	82%	1.33
	Property & Transport Services	34.00	97%	
	ICT Client	9.00	89%	
	Legal	50.00	90%	
	<b>Member (incl Registrars)</b>	<b>76.00</b>	<b>34%</b>	
Public Protection	EP	14.00	57%	3.51
	TS	50.00	98%	
<b>TOTALS</b>		<b>19235.00</b>	<b>79%</b>	

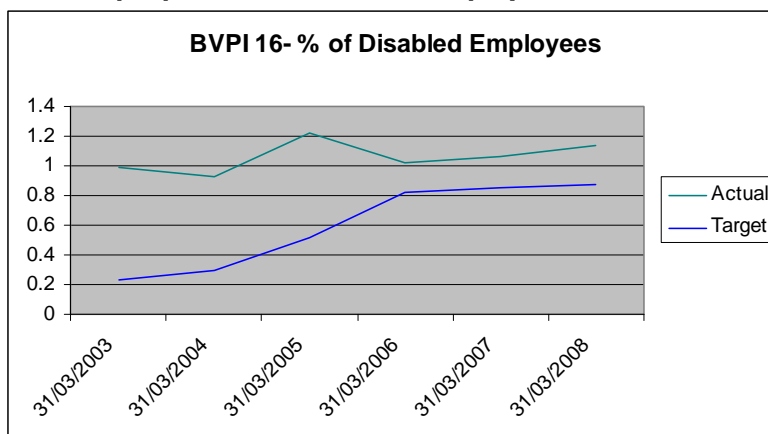
From this table a number of actions will be built into 2009-10 Service Plans:

- Targets for all Units in red and amber to increase the ethnicity declarations to 90%
- Directorates with less than 2% BME staff to analyse ethnicity by grade and consider developing a Positive Action programme.

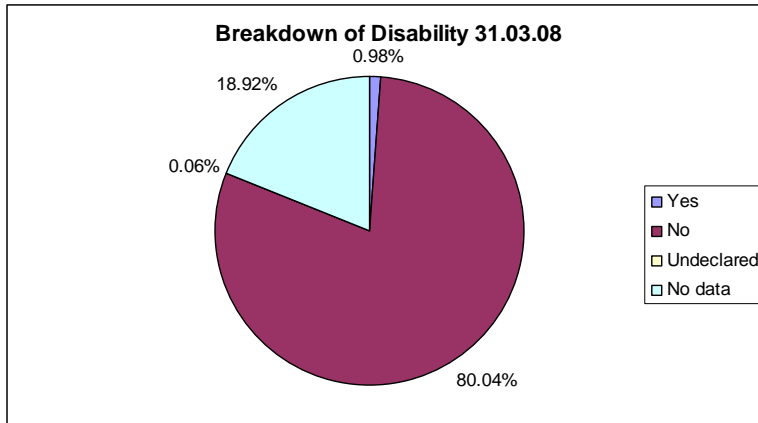
### Disability Profile

Since 2003 the Council has monitored the percentage of staff who declare a disability and reported this as a BVPI.

### BVPI 16 proportion of Disabled employees



Since monitoring began the proportion of staff who declare disability has increased significantly. The pie chart below shows that 18.92% of staff have not completed the form and this is a major priority for improving data on staff who declare a disability.



### The Local Labour Market Assessment and Disability

The Cumbria Local Labour Market Assessment (2006), analysed survey data to see which diversity strands experienced the most inequality in access to the labour market. A method of measuring equality penalties was used. An equality penalty measure the difference between one group and another in accessing a good, benefit or outcome (for example getting a job). The Local Labour Market Assessment found that the employment gap between disabled and non-disabled people was 50% and greater than the gap between age groups, men and women and ethnic groups.

[Link to Cumbria Local Labour Market Assessment](#)

Demographic information supports this view, with 16% of the Cumbrian working age being either disabled or having a long term limiting condition that affects their health. This shows that there is a 15% gap between the County Council staff who declare a disability and the potential pool of disabled applicants.

Further analysis has shown that the issue is one of a lack of front line staff who have declared a disability rather than managers.

Feedback from the 2007 staff survey gives insight into the cultural barriers that prevent people openly declaring a disability. The survey showed that for staff claiming a long term limiting condition were likely to declare that:

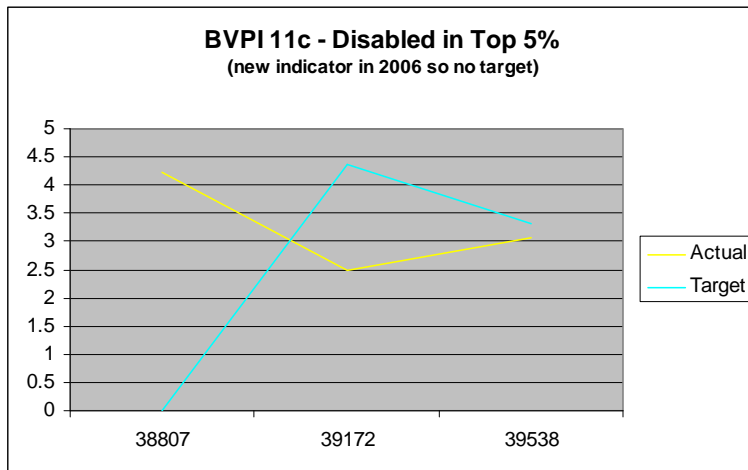
- They were less satisfied with their job.
- Were more likely to feel they were bullied and harassed.

The County Council has decided that recruitment and retention of disabled people is the top Equality and Diversity employment priority, along with addressing Equal Pay as part of Single Status. The Equality and Cohesion Unit have set stretch targets to increase the numbers of disabled people from 1-3% by 2010, and the following actions are being undertaken:

- Developing a disability staff forum that is moderated by disabled staff.
- Publicity campaign to staff on the benefits of declaring a disability. To go out with the annual staff data check in October.
- Complete pilot of the Workstart Programme and roll out across targeted areas of the Council.

### **BVPI 11c Disabled people in top 5% earners**

Between 2006 and 2007 there was a decline from 4.2% to 2.49%. The outrun for 31.3.08 shows that this has increased to 3.07%. The BVPI will be adopted as a local indicator so that the trend can be monitored. Overall the numbers of managers who declare a disability is significantly greater than non-managerial staff, so the main focus for positive action is at skill levels 1 and 2.



At present there are no plans to develop any Positive Action Schemes for attracting disabled people into management posts, though BVPI 11c will become a local indicator from 2009 so that progress can be monitored.

## Appendix 7: Action Plan 2010-11

The action plan is based on four key focus areas for delivery and improvement:

- Leadership and Partnerships
- Equality and Participation
- Service Delivery (Accessible services)
- Building a modern and diverse workforce

This Action Plan does not record every action identified by **Equality for All** and where appropriate reference should be made to the text for more information.

### FOCUS FOR DELIVERY AND IMPROVEMENT: I: Leadership and Partnerships

Key objective	Performance Measure/ Task Description	Lead Officer	Forecast 2009/10	2009/10 Targets and Milestones				2010/11 Target	2011/12 Target	Monitoring Arrangements	Workforce Planning
				Q1	Q2	Q3	Q4				
Cumbria to be first County Council to achieve excellence in Equality	Achieve Excellence on the Equality Framework	Equality and Cohesion Manager	Annual self assessment	Deliver programme for <b>Equality for All</b>				Self Assessment against Excellent	Reach Excellent	External Assessment by IDeA	Y
Develop integrated approach to Equalities with District Councils and	All Districts to improve against the Equality Framework	Equality Framework Reference Group	Prepare for Achieving level	Achieve Cumbria Improvement and Efficiency funding to develop a project to embed Equality across the District Councils.				Reach Achieving			Y
	PCT to integrate Equalities into	Equality and Cohesion	Achieve self-assessment	Implement programme of Equality Impact Assessments across the PCT				Level 3	Level 4		Y

PCT through the CIEP Equality workstream	World Class Commissioning Framework	Manager and Head of Communications (PCT)	at Level 2							
Ensure that information about the Councils compliance with duties on Equalities is provided	Publication of Equality for All and of a 'Community' version of EforA  Publication of Equality Impact Assessments	Equality and Cohesion Manager	In place in final quarter				Annual refresh	Annual refresh	Cabinet and ERG	Y
			In place in final quarter							
Ensure that a single point of access to data and information is available on Equality	Develop Equality section of the Cumbria Observatory and repository of Equality Impact Assessments.	Policy and Performance Unit		Baseline data in place from Place Survey	Baseline data in place from PCT and CCC services			Annual refresh of data	N	N
Support the Cumbria Strategic Partnership to address Equality issues through the delivery of Community Strategy, the Local Area Agreement and the Thematic Partnerships	Support a model for the Cumbria Equality and Diversity Partnership that is effective in linking into the CSP.	Policy and Performance Unit  Independent Chair in place	Model agreed  Independent Chair in place	Programme of six meetings per year			Include in annual refresh of <b>Equality for All</b> evidence of issues successfully addressed through the CEDP reporting to the CSP.	Develop list of So What? Factors achieved as a result of the CEDP's activity.	N	
Negotiate Equality narrowing the gap targets in service plans	Embed in Service Plans	Directorate Performance leads	Objectives Agreed with Directorates	Targeted Community Engagement	Build findings into EIA's		Review progress		National Indicators	Y

linked to the findings of the Joint Strategic Needs Assessment										
Narrow the gap between BME people and White British people who feel that they do not belong in their local area	Ensure that all services are identifying how they could address the issue and build it into the EIA's and service plans.	Equality and Cohesion Unit and Community Unit	15% equality gap	Address in Targeted Community Engagement	Address in Equality Impact Assessments	Set Service Plan Objectives across the organisation and negotiate with partners	Narrow the gap by November 2010	Place Survey which is carried out every 2 years	Y	
Tackling prejudice – race hate, homophobia, transphobia, prejudice against disability and religion/belief	Ensure the Council is identifying services and community locations where prejudice is most prevalent	Equality and Cohesion Unit and Community Unit	National Indicator 1: % people who think that people from different backgrounds get on	Include in Targeted Community Engagement	Address in EIA's Build into staff e-learning	Revise target for NI 1 in Local Area Agreement	Narrow the gap by November 2010	1. School racial incident data 2. Hate crime data 3. County Council Prejudicial Incident data 4. Place Survey	Y	
Tackling domestic violence	Ensure all services in the County Council are addressing the impact of DV on victims and neighbourhoods.  Develop education and outreach services which promote awareness	Community Safety unit  Childrens Services	National Indicator  National Indicator		Targeted Community Engagement and agree Corporate Responsibility to manage  Link into EIA's and Service Plans	Design Action Plan Framework				

**FOCUS FOR DELIVERY AND IMPROVEMENT:  
2: Equality and Participation**

Key objective	Performance Measure/ Task Description	Lead Officer	Forecast 2008/9	2009/10 Targets and Milestones				2010/11 Target	2011/12 Target	Monitoring Arrangements	Workforce Planning	Equality Impact Assessment Y/N
				Q1	Q2	Q3	Q4					
Equality Reference Group to be on a sustainable course	Ensure continued Consortium Funding for Equality Reference group for 2009-12	Equality and Cohesion Manager	N/A	Set up agreement for 2010-11	Negotiate with CSP about developing core funding across the public sector	Review progress and commission for the future	Agreement in place on a sustainable basis		Y	Y	Capacity for Equality Reference Group to engage fully with EIA's	
Targeted Community Engagement	<p>Deliver programme of Targeted engagement over three years including all identified equality streams</p> <p>Involve participants in design, delivery and review of services</p> <p>Develop capacity within organisation to deliver</p> <p>Publish results of TCE</p>	Equality and Cohesion Manager	Piloted with Children's Services, Adult Social care	Programme delivered	Fed into EIA's, results published and contact each participant with feedback on what action has been taken	Plan year 2	Annual implementation Identify 'So what' factors		Y		Feed findings into EIA's	

Gypsy Traveller workstream	Ensure that the Cumbria Strategic Partnership is able to address the needs of Gypsy Travellers across all areas of service	Equality and Cohesion Manager to co-ordinate	N/A	Carry out consultation on Gypsy Traveller needs with Gypsy Travellers of all ages and male and female, Councillors, stakeholders and community groups.	Report findings to CSP and agree actions for 2010 on	Agree objectives and targets for Service Plans	Monitor Review outcomes	Monitor Review outcomes	To be agreed		
	Support District Councils to address findings of the Gypsy Traveller Accommodation Assessment	Spatial Planning	Carlisle City Council has initiated development of permanent site.	Negotiation with Barrow and Allerdale to see if they can gain funding to develop sites. Scope feasibility of county adoption programme based on model in Somerset which allows individuals to buy plots.							

**FOCUS FOR DELIVERY AND IMPROVEMENT:**  
**3: Accessible Services**

Key objective	Performance Measure/ Task Description	Lead Officer CCC	2009/10 Targets and Milestones				2010/11 Target	2011/12 Target	Monitoring Arrangements	Equality Impact Assessment
			Q1	Q2	Q3	Q4				
Ensure that changes to council services take into account geographical impact on customers' access	Local Service Centre spatial framework to map diversity profile of Cumbria's population by settlement size.	Spatial Planning Team	Aim to set baselines in 2009-10 and use the framework in 2010-11 to inform decisions on service location/relocation.				Targets to be included within individual service plans where there is a gap in access		To be developed in 2009-10	Highlight gaps in service provision in relation to how people have to travel to get a service.
Ensure that opportunities to learn English are available and accessible to all	Develop and deliver English language access programme.	Children's Services Adult Education Service and Equality and Cohesion Unit	Coverage in place and programme ready for full implementation in 2010.				Maintain provision		Monitor to see if access to English is reducing need for interpreters	Map provision against geographical data on English as an Other Language pupils
Ensure that all services are using interpreters and translators, including British Sign Language	Road test existing systems Develop action plan for making changes  Implementation of Applied Language Solutions contract  Creation of a Dual Language Advocacy Bank	Head of Communications	Moving from Cumbria Interpreter Bank to ALS.  Information to staff and establishment of processes. Training of 'first point of contact' staff				Annual targets to be set and introduced into 2010 Service Plans		NI 14	

Ensure that the Council's Mystery Shopping programme addresses the needs of diverse groups	1. Recruit mystery shoppers who reflect diversity of languages, and disability impairments.	Head of Communications	Rolling programme.			Set annual targets based on findings.	NI 14	Results fed into EIA's	
Ensure that all meeting rooms on the Council's E-procurement system are assessed for disability access	Develop programme to ensure all venues are assessed for accessibility.	Head of Procurement	Systems in place	100% assessed for accessibility		Maintain 100% assessed for accessibility	E-procurement system	EIA's to address gaps and ensure reasonable adjustments are in place	
Ensure that all County Council internal meeting rooms address disability access needs	1. Set baselines for improving mobility access. 2. Address improving hearing loop access	Property Unit	Review	Baselines set	Fed into EIA's	Targets in Service Plan	Annual targets to be set	Monitor against baselines in 2010	
Ensure that public access points for information and services are fully accessible	Local Links `one stop shop` programme to improve accessibility  CCC Website review and development	Communications Manager  Link to Childrens Services Info. Svce and ACS information.							
Ensure the Council can demonstrate the key	Carry out targeted community engagement exercise to feed into: <ul style="list-style-type: none"> <li>CCC</li> </ul>	Equality and Cohesion Manager to co-ordinate	Complete targeted exercise	Feed into draft EIA's	Feed into service reviews	Feed into 2010 Service	Agree targeted groups for year 2 and 3 and deliver programme.	Numbers attended sessions, diversity	Results to inform 2009-10 and future EIA's

access to services issues that face disadvantaged groups as part of CAA.	<p>directorates</p> <ul style="list-style-type: none"> <li>• PCT and healthcare providers</li> <li>• District Council services</li> </ul>					Plans	Monitor for So What? Factors	profile, and So What? Factors addressed	
Ensure CCC and PCT has a joined up way of engaging with people from Black and Ethnic Minority Groups	<ol style="list-style-type: none"> <li>1. Develop framework for linking access to Multi-Cultural Service with Black and Minority Ethnic school population.</li> <li>2. Develop referral process for directorates and partners to pass cases to the Multi-Cultural Service.</li> </ol>	Equality and Cohesion Manager and Head of Public Engagement at Cumbria PCT	Protocol in place	Programme of drop-in and access points mapped against Black and Ethnic Minority School population	Annual access to service targets to be set for 2010		Multi-Cultural Service client database	Review effectiveness of coverage and check if any Black and Ethnic Minority populations are not able to access the service.	

**FOCUS FOR DELIVERY AND IMPROVEMENT:**  
**4: Building a diverse and modern workforce**

Key objective	Performance Measure/ Task Description	Lead Officer	2009/10 Targets and Milestones				2010/11 Target	2011/12 Target	Monitoring Arrangements	Equality Impact Assessment
			Q1	Q2	Q3	Q4				
<p>Ensure that the Council is employing a workforce that reflects the diversity profile of the county.</p> <p>Ensure that the Council meets it's equality duties for all equality strands</p>	<p>Commission quarterly diversity workforce reports from the HR Service Centre which cover all equality duties.</p> <p>Devise workforce planning outcomes and measures</p> <p>Publish reports</p> <p>Put in place actions to address inequalities in recruitment, progression and leaving</p>	Head of People Management	Roll out April 2010	Commission report	Carry out EIA of results and publish on website	Set corporate and Directorate targets based on identified areas of inequality	To be confirmed in 2010 Service Plans		6 monthly report Midland Trent HR system	Carry out annual EIA of workfc profile
Equal pay	<p>Single Status and Equal Pay</p> <p>Equality pay audit</p> <p>Modelling single pay and grading scheme</p>	Head of People Management	Job evaluation ongoing. First phase complete – to second phase. Sifting of claims.							EIA Sept. 2010
			Scoping commenced	Agreed pay model						

Staff interest groups for Equality impacts Including PCT and Districts	Develop staff user panels (reflecting diversity strands) to road test policies and make recommendations for change.	Equality and Cohesion Manager	Recruit Panel and begin road testing			Road testing completed Findings fed into Organisational Development Service Plan	Annual review to see if changes have had an impact	Agree set of measures that can be monitored on Midland Trent	Findings fed into EIA of HR function	Research needs Part-time staff in manufacturing
Staff support groups	Develop staff support groups/networks including LGB staff carers and part time workers	Equality and Cohesion Manager			Explore possible programme and pilot schemes	Devise and put in place pilot scheme	Review pilot and determine future programme			
Develop programme to address gender occupational segregation	Develop positive action programmes for: Fire and Rescue Children's Services Adults Social Care Waste Management	Head of HR	Scope programme			Begin implementation	Set annual narrowing the gap targets in Directorate Service Plans		Midland Trent HR system	Review impact positive action programmes
Develop programme to promote management opportunities for women	Establish training, mentoring and shadowing programme targeting women at PO 1-12.	Head of HR	Scope programme	Implement programme		Review programme for effectiveness	Develop new annual Performance Indicators for % women in senior posts to replace Best Value indicator		Midland Trent HR system	Research Female Management experience of workforce for CC
Roll out staff Equality Engagement and Training programmes	<ol style="list-style-type: none"> <li>All staff to have attended an <b>Equality for All</b> session</li> <li>% staff completed the Equality e-learning module</li> <li>Ensure that Council has a programme to</li> </ol>	Equality and Cohesion Manager and Directorate Equality Lead Officers	Baselines for quarterly attendance rate will be set in May 2009. Satisfaction rate targets will be set for 2010-11 based on year 1.					100% staff attended session and completed E-learning module	Midland Trent HR system	Staff Engagement to feed into all EIAs

	engage and involve 4. 'Crossing the line' training								
Deliver Local Employment Partnership with Job Centre Plus, LSC and Return to Work Programme	1. Place 50 people on incapacity benefits into work in the public sector.	Equality and Cohesion Manager and Economic Development Unit	Train targeted group	Begin work trials	25 people successfully placed year to date	50 people successfully placed year to date	50 people successfully placed each year in administration roles.	To be developed	Intervene and get feedback from a people who witness success and no success
Develop programme to increase numbers of young people who work for the Council	1. Narrow the gap between 16-24 year olds in the workforce against demographic baseline. 2. Rollout graduate programme.	Head of HR	Scope programme	Implement with targeted young people	Review programme for effectiveness	Set annual performance targets	Midland Trent HR system	Research young people perceptions of the council and link to Hear by Right audit	
Ensure that the Council has a consistent approach to meeting requests for reasonable adjustments	Develop reporting framework to capture requests. Develop baselines for % requests met and resolved.	Heads of Property and HR	N/A	Reporting framework in place and request log in place	Baselines set for % requests met and resolved.	Introduce annual performance measures	Develop log of reasonable adjustments and monitor % requests met	All unmet requests to be included in the with reason and lesson:	

