

**High Peak Borough Council and Staffordshire Moorlands District Council
Peer Challenge report under Level 3 of the Equality Standard for Local
Government, March 2009, undertaken by IDeA**

ACTION PLAN



High Peak Borough Council and Staffordshire Moorlands District Council Peer Challenge Report Action Plan 2009-2011

A. Knowing your communities and community mapping

Data Collection

RECOMMENDATION

- (i) Review the process for collection of data regarding communities; service users and staff (across all 6 strands)
- (ii) Share more data with LSP and other stakeholders – and develop a two-way process
- (iii) Make best use of CRM data and analyse all data and intelligence to inform community engagement; service delivery; staff engagement

| Action | Target Deadline | Resources/ Lead | Expected or actual outcome | Progress |
|--|--|--|--|----------|
| <p>(i) All Business and Service Plans include the following Action:</p> <p>Identify customer profile information held within service and determine how this information can be monitored and used to influence service delivery</p> <p>(ii) Present an annual report to DD and HP LSP and Moorlands Together LSP on the customer profile of the council.</p> <p>(iii) Analyse CRM data to see how it can contribute to equality mapping and establish data sharing with services</p> | <p>31.3.10</p> <p>30.06.10</p> <p>31.03.10</p> | <p>Dave Bennett/ Peter Dunkley</p> | <p>Better understanding of our customer base leading to a responsive inclusive service based on customer profile</p> | |

B. Place shaping, leadership, partnership and organisational commitment

Single Equality Scheme

RECOMMENDATION

- (i) Consider a move towards a single equality scheme to cover both authorities
- (ii) Ensure equality scheme(s) are outcome focussed – what will be different?
- (iii) Ensure LSP engagement & sign up to single equality scheme(s).

| Action | Priority Target Deadline | Resources/ Lead | Expected or actual outcome | Progress |
|---|--------------------------|------------------------------------|--|----------|
| <ul style="list-style-type: none"> (i) Review the format and content of HPBC single equality scheme and establish format and content of joint single equality scheme (ii) Ensure that all actions in single equality scheme are outcome focussed by identifying what will be different in the actions. (iii) Involve the respective LSP's in the preparation of the joint single equality scheme | 30.09.10 | Dave Bennett Equality Champions | A single equality scheme that reflects the vision of the Alliance and the actions that both councils will take to address inequality and promote diversity | |

C. Place shaping, leadership, partnership and organisational commitment
Performance Management

RECOMMENDATION

- (i) Ensure that corporate plan(s) include clear equality priorities and objectives and these run from corporate, to service and individual plans.
- (ii) Ensure that there is a process in place so that it is clear where performance on equalities (both implementation and outcomes) is monitored, reported and actioned

| Action | Priority Target | Resources/ Lead | Expected or actual outcome | Progress |
|---|--------------------------|--------------------------------|--|-----------------|
| (i) Review of the Corporate Plan for 2010 to include clear equality priorities with links through to service plans (ii) Confirm the performance monitoring mechanisms for equalities linked to the service planning process for 2009/10 and onwards. | 31.03.10 31.03.10 | Sian Jones Dave Bennett | Corporate Plan for HPBC and SMDC that includes equality priorities that are translated into service plans for 2010 onwards | |

C. Place shaping, leadership, partnership and organisational commitment
Equalities Champions Group

RECOMMENDATION

- (i) Introduce terms of reference for group – this will give them a clearer understanding of their role when meeting together and how they can get things done within the organisation.
- (ii) Introduce a work programme for the group so success can be measured.
- (iii) Ensure that it becomes a self-sustaining vehicle to drive forward equality and diversity

| Action | Priority Target | Resources | Expected or actual outcome | Progress |
|--|------------------------|------------------|---|-----------------|
| <ul style="list-style-type: none"> (i) Prepare and agree terms of reference for the Equality Champions group (i) Agree a work programme for the group covering 2009/10 (ii) Review the successes of the group's action plan and its outcomes to ensure sustainability | 30.09.10 | Dave Bennett | Clear role for the Equality Champions linked to the corporate meeting structure and framed in terms of reference including a work programme for 2009/10 | |

C. Place shaping, leadership, partnership and organisational commitment

Equality Impact Assessments

RECOMMENDATION

- (i) Review internal processes and ensure focus on outcomes, governance and quality assurance
- (ii) The two authorities should consider common approach when bringing services and processes together.
- (iii) More work needs to be done to embed EIA's/INA's into all departments as a positive part of all work.
- (iv) Explore the use of the “change team” to drive EIAs/INA's as part of the business improvement/ transformation process
- (vi) Raise awareness with Members and staff of how EIAs/INA's fit in to the business planning process
- (vii) Involve communities; service users and front line staff earlier in EIA/INA process
- (viii) Produce a scheduled and prioritised programme of EIAs/INA's, include HR policies and EIA/INA all services when being outsourced.

| Action | Priority Target Deadline | Resources | Expected or actual outcome | Progress |
|---|--------------------------|---|---|----------|
| <p>(i) Review the process for completion of Impact Assessments to ensure that the focus is on outcomes, governance and quality assurance</p> <p>(ii) Prepare a common Impact assessment process for both authorities based on best practice</p> <p>(iii) Provide training for all teams and sections carrying out impact assessments to ensure that they are embedded into the service design process</p> | 31.03.10 | <p>Dave Bennett</p> <p>Equality Champions</p> | New Equality Impact Assessment process that will focus on outcomes and apply across the Alliance resulting in differential impacts being addressed for disadvantaged groups | |

C. Place shaping, leadership, partnership and organisational commitment Equality Impact Assessments

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|---|--------------------------|--------------|---|----------|
| <p>(iv) Review the role of the 'change team' in implementing change resulting from impact assessments.</p> <p>(vi) Map the process for including impact assessments in the business planning process.</p> <p>(vii) Identify the process for early involvement of stakeholders in the Impact Assessment process</p> <p>(viii) Produce a prioritised programme of Impact Assessments as a result of the action identified in 2009/10 Business and Service Plans</p> | 31.03.10 | Dave Bennett | <p>The Impact assessment process will be fully integrated into the change process and will be a tool for ensuring that proposed change is delivered taking account of the needs of different groups with specific needs.</p> <p>The impact assessment process will ensure that stakeholders views are taken account of at an early stage to be able to inform the impact of proposals</p> | |

D. Community engagement and satisfaction

Communication

RECOMMENDATION

- (i) Review processes regarding consultation with communities to ensure you are reaching the hard-to-reach
- (ii) Ensure a consistent approach to feedback to the community, and voluntary sector.
- (iii) Celebrate successes
- (iv) Market equality and diversity in external communications.

| Action | Priority Target Deadline | Resources | Expected or actual outcome | Progress |
|--|--------------------------|-------------------------------|--|----------|
| <p>(i) Review the consultation policy and toolkit to ensure that mechanisms for reaching 'hard to reach' groups exist.</p> <p>(ii) Include guidance on feedback to the community and voluntary sector in the consultation toolkit</p> <p>(iii) Identify success stories and publicise them through the media, and newsletters and websites</p> <p>(iv) See (iii) above</p> | 31.03.10 | Dave Bennett/ Kerry Towers | <p>A revised consultation toolkit that will incorporate guidance on consultation with 'hard to reach' groups and feedback to the community and voluntary sector on consultation undertaken.</p> <p>A marketing strategy for the communication of successes in equality and diversity and greater public awareness of the role of the alliance in encouraging equality and diversity.</p> | |

D. Community engagement and satisfaction
Equality Impact Assessments

RECOMMENDATION

Involve communities and front line staff earlier in EIA/INA process

| Action | Priority Target Deadline | Resources | Expected or actual outcome | Progress |
|--|---------------------------------|------------------|--|-----------------|
| (i) See recommendations under 'C' Place shaping, leadership, partnership and organisational commitment | 30.09.10 | Dave Bennett | See outcome under 'C' Place shaping, leadership, partnership and organisational commitment | |

E. Community engagement and satisfaction

Community Cohesion

RECOMMENDATION

- (i) There is a lack of clarity about the lead responsible officer in both authorities
- (ii) The equality / cohesion lead officer needs to be involved in community tension monitoring
- (iii) The cohesion approach/ strategy needs implementing to strengthen and coordinate good practice examples and promote proactive partnership working.
- (iv) There is a lack of evidence in cohesion interventions based on tensions monitoring
- (v) There needs to be a more explicit commitment to and action on hate crime (Parins) network
- (vi) Refresh the Social Inclusion Strategy taking into account the economic situation changing the profile of those in need, use of Procurement, Leisure, digital inclusion initiatives to tackle exclusion.

| Action | Priority Target Deadline | Resources | Expected or actual outcome | Progress |
|--|--------------------------|-------------------------------------|---|----------|
| <p>(i-vi) Prepare a community cohesion strategy for the Alliance including the following elements:</p> <ul style="list-style-type: none"> • Identification of lead officer and portfolio holder • Process of cohesion/tension monitoring and role of Policy Officer (Equalities and Diversity) • Process for interventions based on tension monitoring • Details of involvement in hate crime monitoring and networks including PARINS | 31.3.10 | Dave Bennett/ Equality Champions | Clear cohesion strategy that will identify the role of the council in encouraging and monitoring cohesion in co-operation with the respective county councils | |

**F. Responsive services and customer care
Communication**

RECOMMENDATION

- (i) Review processes regarding consultation with service users to ensure you are reaching the hard-to-reach
- (ii) Ensure a consistent approach to feedback to service users.
- (iii) Celebrate successes

| Action | Priority Target Deadline | Resources | Expected or actual outcome | Progress |
|--|---------------------------------|-------------------------------|---|-----------------|
| (i-iii) See recommendations under 'D' Community engagement and satisfaction (i-iv) | 31.03.10 | Dave Bennett/ Kerry Towers | See outcomes under 'D' Community engagement and satisfaction (i-iv) | |

Responsive services and customer care
Customer Services

Recommendation

Continue to develop the excellent customer services/one stop shop across both authorities

| Action | Priority Target Deadline | Resources | Expected or actual outcome | Progress |
|---|---|------------------|---|-----------------|
| Prepare a strategy for continuing improvement on customer care through 'one stop shops' | 31.3.10 | Peter Dunkley | Effective one stops shops operating across the Alliance delivering accessible services to all customers | |

**Responsive services and customer care
Equality Impact Assessments**

Recommendation

Involve service users and front line staff earlier in EIA/INA process

| Action | Priority Target Deadline | Resources | Expected or actual outcome | Progress |
|--|---|------------------|---|-----------------|
| See recommendations under 'C' Place shaping, leadership, partnership and organisational commitment | 31.3.10 | Dave Bennett | See outcomes under 'C' Place shaping, leadership, partnership and organisational commitment | |

A modern and diverse workforce

Recommendation

- (i) `Ensure capacity and resources in place to deliver agenda
- (ii) Consider establishing staff groups e.g. LGBT and consider new group around gender
- (iii) Introduce procedures to make both authorities at all levels more representative of the communities and the staff profile
- (iv) Look at proactive development tools to support women management development and BME management development
- (v) Ensure positive culture currently in both authorities continues through change process.
- (vi) Develop current recruitment practices to make both authorities employers of first choice

| Action | Priority Target Deadline | Resources | Expected or actual outcome | Progress |
|---|--------------------------|------------|---|----------|
| <p>(i) include reference to capacity and resources in the HR strategy being prepared by 'Sector' consultants</p> <p>(ii) consult staff on the establishment of LGBT and gender groups</p> <p>(iii) review workforce balance as part of workforce development strategy to put procedures in place to make the workforce more representative of our communities</p> <p>(iv) market both authorities to develop them as employers of first choice.</p> | 31.3.10 | Peter Hutt | <p>HR strategy that will enable the delivery of equality and diversity agenda.</p> <p>Staff response to the establishment of LGBT and gender groups</p> <p>Workforce development strategy that leads to a more representative workforce reflecting the communities that the Alliance serves</p> | |