



**Equality and Diversity Scheme
April 2008 to March 2011
Action Plan**

Employment, training and development

Equality and Diversity Outcome: Our staff reflect the diverse communities of our city, perform well, are constantly learning and are able to develop their careers through all levels of the council without discrimination.

Outcomes	Action	Success measures	Target date	Who is responsible	Equality areas
We have dignity at work and fair employment practices	Complete timetable for future annual equality impact assessments Complete equality impact assessments as part of the review process for employment policies, guidance and Human Resource initiatives	Year 1 Target number completed Year 2 Target number completed Year 3 Target number completed	March 2009 March 2010 March 2011	Human Resources Service	All
Opportunities and possible discrimination are effectively identified through employee data analysis	Improve the quantity and quality of all Human Resources statistical reports on employee equality monitoring	Year 1 All employee equality data on the Human Resources Management System is up to date and includes all equality areas. Year 2 All analysis of data includes all equality areas Year 3 All analysis of data includes all equality areas	March 2009 March 2010 March 2011	Business Support Centre	All
We have effective measures in place to address	Complete review of grievance and disciplinary policies Develop publicity and briefings	Year 1 Review completed and baseline data to be gathered	March 2009	Human Resources Service	All

Outcomes	Action	Success measures	Target date	Who is responsible	Equality areas
		Year 3 Increased score and position maintained in top 100 UK organisations	March 2011		
All new staff are aware of equality, diversity, cohesion and integration policies and schemes	Develop a consistent equality, diversity, cohesion and integration element for inclusion in induction processes	Year 1 Promotional material developed and rolled out across the council Year 2 Promotional material included within 100% of all inductions Year 3 Target achieved	March 2009 March 2010 March 2011	Equality Team and all Directorates	All
We have fair and equal access to learning and development opportunities	Develop and implement systems to effectively monitor attendees of learning and development courses across all six equality areas	Year 1 Effective monitoring and analysis systems developed Year 2 Baseline data and targets for improvement set Year 3 Targets achieved	March 2009 March 2010 March 2011	Human Resources Service	All
We have increased learning and development opportunities to ensure improved staff awareness of	Consult on and finalise the Equality and Diversity Learning and Development Plan Source expertise for specific equality issues	Year 1 Equality and Diversity Learning and Development Plan is launched Year 2 Experts have been sourced and a list is available	March 2009 March 2010	Human Resources Service and Equality Team	All

Outcomes	Action	Success measures	Target date	Who is responsible	Equality areas
roles and responsibilities	Continue to deliver training programmes to improve the ability of managers to deal with equality issues and deliver this training to managers	Year 3 Managers throughout the Directorates have attended the training	March 2011		
Assessed value of jobs within the scope of the National Joint Council for Local Government Services	Job evaluation to be completed for phase 2	Year 1 Each job has been assigned a score	March 2009	Human Resources Service	All
New pay and grading structure in place	Implement revised pay and grading structure for phase 1 Implement revised pay and grading structure for phase 2	Year 1 All employees to have had their pay and grading amended under the revised pay and grading structure	March 2009	Human Resources Service	All
Successful introduction of the Enabling Success Programme	Introduce a training and work placement programme for identified target groups	Year 1 Enabling Success Programme introduced Year 2 Number of trainees on the programme Year 3 Number of trainees on the programme	March 2009 March 2010 March 2011	Human Resources Service and Jobs and Skills	All

Outcomes	Action	Success measures	Target date	Who is responsible	Equality areas
Our workforce reflects the diversity of our communities at all levels	<p>Develop Performance Management Framework to monitor performance indicators on a quarterly basis.</p> <p>Implement the 3 year plan to improve the council's position as an employer of Disabled People</p> <p>Provide greater consistency of all positive action measures and initiatives across the council</p> <p>Roll out job evaluation and equal pay scheme</p> <p>Embed workforce planning into service planning</p>	<p>Year 1 BV11a 39% BV 11b 6.25% BV11c 4.2% BV16a 3.6% BV17a 8.0%</p> <p>Year 2 BV11a 40% BV 11b 6.5% BV11c 4.4% BV16a 3.7% BV17a 8.5%</p> <p>Year 3 BV11a 41% BV 11b 6.75% BV11c 4.6% BV16a 3.8% BV17a 9.0%</p>	<p>March 2009</p> <p>March 2010</p> <p>March 2011</p>	Human Resources Service	Gender Disability BME
BVPI	Description				
BV11a	Increase the representation of women in senior management positions				
BV11b	Increase the representation of black and minority ethnic staff in senior management positions				
BV11c	Increase the representation of disabled staff in senior management positions				
BV16a	Increase the number of staff declaring they meet the Disability Discrimination Act as a percentage of the total workforce				
BV17a	Increase the number of black and minority ethnic employees as a percentage of the total workforce				

Safer Communities

Equality and Diversity Outcome: Leeds is a city where hate crime and domestic violence is not tolerated

Outcomes	Action	Success measures	Target date	Who is responsible	Equality areas
Increased number of hate crime issues and incidents reported	Raise the profile of how hate crime issues and incidents can be reported to increase confidence in reporting	Year on year increase in promotional activities around hate crime issues, incidents and reporting		Community Safety	All
		Year 1 Set baseline and targets for years 2 and 3	March 2009		
		Year 2 Target achieved	March 2010		
		Year 3 Target achieved	March 2011		
		Year 1 Develop a robust measure and set targets	March 2009		
		Year 2 Achieve target	March 2010		
Improved service responses to victims of hate incidents	Map current service provision across the city to identify gaps Undertake training needs analysis to identify needs regarding hate crime for all relevant staff	Year 3 Achieve target	March 2011	Community Safety	All
		Year 1 Develop a robust measure and set targets	March 2009		
		Year 2 Achieve target	March 2010		

Outcomes	Action	Success measures	Target date	Who is responsible	Equality areas
		Year 3 Achieve target	March 2011		
Improved city-wide, consistent response to women, children and young people experiencing domestic violence	200 key services to engage with Leeds Inter-agency Project and the Leeds Domestic Violence Strategy to achieve level 1 of the Leeds Domestic Violence Responses Minimum Standard Quality Mark	Year on year increase in number of services achieving level 1 Year 1 15% Year 2 20% Year 3 25%	March 2009 March 2010 March 2011	Leeds Inter-agency Project	Gender

Service Delivery

Equality and Diversity Outcome: Leeds City Council provides fair access to services which meet the needs of our diverse communities and individuals

Outcomes	Action	Success measures	Target date	Who is responsible	Equality areas
All organisations commissioned to deliver services meet the duties within relevant equality legislation	Develop and roll out equality assurance and impact assessments within procurement	Year 1 Successful completion of pilot and implementation of pilot recommendations	March 2009	Corporate Procurement Unit	All
		Year 2 Set baseline and target for year 3	March 2010		
		Year 3 Achieved target	March 2011		
Our staff have the skills, understanding and confidence they need to ensure that through procurement arrangements organisations we commission to deliver our services meet duties within relevant equality legislation	Develop and deliver training programme for all procurement staff to ensure they know, understand and implement our equalities duties in awarding contracts for functions, goods and services 20% sample of equality assurance/impact assessments	Year 1 Training package and delivery programme developed	March 2009	Corporate Procurement Unit	All
		Year 2 Number of staff attending	March 2010		
		Year 3 Number of staff attending	March 2011		
		Year 1 Number meeting minimum standards	March 2009		
		Year 2 Number meeting	March 2010		

Outcomes	Action	Success measures	Target date	Who is responsible	Equality areas
		minimum standards Year 3 Number meeting minimum standards	March 2011		
All information to promote services is provided in accessible formats	<p>Translate guidance issued by Government and implement across the council</p> <p>Communicate the best practice guide to all staff</p> <p>Develop/revise policy relating to Braille/large print/tape in light of the service moving to the voluntary sector</p> <p>Identify improvements needed to make information, communication and technology systems more accessible and have procedures in place to meet accessibility standards</p>	<p>Year 1 Analysis of historic data by equality areas to identify further actions</p> <p>Year 2 Improved communication tools to meet identified needs</p> <p>Year 3 Improved communication tools to meet identified needs</p> <p>Year 1 Complete testing of new software</p> <p>Year 2 Directorates /Services to review/evaluate the accessibility of key information, communication and technology systems</p> <p>Year 3 Roll out</p>	<p>March 2009</p> <p>March 2010</p> <p>March 2011</p> <p>March 2009</p> <p>March 2010</p> <p>March 2011</p>	<p>Planning, Policy and Improvement Services and all Directorates</p> <p>Corporate information, communication and technology</p>	<p>Disability</p> <p>Black Minority Ethnic</p>

Outcomes	Action	Success measures	Target date	Who is responsible	Equality areas
		new/updated information, communication and technology systems/software			
Our buildings open to the public are accessible	Identify and reduce or remove barriers that prevent access to local authority buildings	Year 1 Develop a robust measure Year 2 Achieve target Year 3 Achieve target	March 2009 March 2010 March 2011	City Development and Resources	Disability
All services are accessible for all our citizens	Carry out impact assessments to identify and reduce or remove barriers to services and publish the results	Year on year increase of published impact assessment summaries on the council website Year 1 Set baseline data. Year 2 To be set once baseline determined Year 3 To be set once baseline determined	March 2009 March 2010 March 2011	All Directorates	All
We have a clearer understanding of barriers faced by	Develop mechanisms within the council to identify barriers and share good practice of removing or reducing	Year 1 Established effective communication and information sharing	March 2009	Equality Team	All

Outcomes	Action	Success measures	Target date	Who is responsible	Equality areas
specific groups of our citizens	barriers identified	programme Year 2 Programme rolled out across Directorates Year 3 Evaluation and review completed	March 2010 March 2011		
Our customers receive excellent services, which are efficient and effective at meeting their needs	Carry out equality monitoring to include all equality groups/areas to identify gaps and trends and develop appropriate actions	Year 1 Evidence of outcomes Year 2 Evidence of outcomes Year 3 Evidence of outcomes	March 2009 March 2010 March 2011	All Directorates	All

Service-specific equality and diversity outcomes and actions

Outcomes	Action	Success measures	Target date	Who is responsible	Equality areas
<p>We have stakeholder and community engagement partnership e.g. the Leeds Local Involvement Network (LINK) and organisational effectiveness</p>	<p>Award contract to a host organisation for LINK</p> <p>With partners, review existing arrangements for consultation and engagement in health and social care</p> <p>Strategy development on Integrated Health and Social Care engagement activity with one council strategy.</p>	<p>National Indicator 136 (People supported to live independently)</p> <p>National Indicator 119 (Self-reported measures of people's overall health and well being)</p> <p>National Indicator 139 (The extent to which older people receive the support they need to live independently at home)</p> <p>National Indicator 140 (Fair treatment by local services)</p> <p>Year 1 Achieve targets of National Indicators</p> <p>Year 2 Achieve targets of National Indicators</p> <p>Year 3 Achieve targets of National Indicators</p>	<p>March 2009</p> <p>March 2010</p> <p>March 2011</p>	<p>Adult Social Care</p>	<p>Disability</p>

Outcomes	Action	Success measures	Target date	Who is responsible	Equality areas
Develop service planning for the learning disability service	<p>Prepare “whole service plan” incorporating service priorities and responsibilities for delivery</p> <p>Identify links to and roles of external organisations</p> <p>Agree monitoring and reporting arrangements including financial and performance indicators</p> <p>Stakeholder engaged in preparing service plan</p>	<p>National Indicator 136 (People supported to live independently)</p> <p>National Indicator 140 (Fair treatment by local Services)</p> <p>Year 1 Achieve targets of National Indicators</p> <p>Year 2 Achieve targets of National Indicators</p> <p>Year 3 Achieve targets of National Indicators</p>	<p>March 2009</p> <p>March 2010</p> <p>March 2011</p>	Adult Social Care	Disability
We have a stimulated market to enable the creation and sustainability of socially enterprising organisations	Continue the programme of strategic engagement with providers in the city and elsewhere to explore and develop the potential of socially enterprising organisations to respond to the care and support needs of adults	<p>National Indicator 136 (People supported to live independently)</p> <p>National Indicator 130 (Direct Payments and Individual Budgets)</p> <p>Year 1 Achieve targets of National Indicators</p> <p>Year 2 Achieve targets of National Indicators</p>	<p>March 2009</p> <p>March 2010</p>	Adult Social Care	Disability

Outcomes	Action	Success measures	Target date	Who is responsible	Equality areas
		Year 3 Achieve targets of National Indicators	March 2011		
Delivery of personalisation agenda (self-directed services)	Develop detailed project plan	National Indicator 130 (Social Care clients receiving self-directed support) Year 1 Achieve targets of National Indicators Year 2 Achieve targets of National Indicators Year 3 Achieve targets of National Indicators	March 2009 March 2010 March 2011	Adult Social Care	Disability
Self-directed support is successfully promoted	Align the self-directed support with other project work	National Indicator 130 (Social care clients receiving self-directed support) Year 1 Achieve targets of National Indicators Year 2 Achieve targets of National Indicators Year 3 Achieve targets	March 2009 March 2010 March 2011	Adult Social Care	Disability

Outcomes	Action	Success measures	Target date	Who is responsible	Equality areas
		of National Indicators			
We have successfully delivered "Valuing People Now"	<p>Prepare the council wide plan to deliver "Valuing People Now"</p> <p>Agree links to partner organisations</p> <p>Establish steering group including monitoring and reporting arrangements</p>	<p>National Indicator 130 (Social Care clients receiving self-directed support)</p> <p>National Indicator 145 (Adult with learning disabilities in settled accommodation)</p> <p>National Indicator 146 (Adult with learning disabilities in employment)</p> <p>Year 1 Achieve targets of National Indicators</p> <p>Year 2 Achieve targets of National Indicators</p> <p>Year 3 Achieve targets of National Indicators</p>	<p>March 2009</p> <p>March 2010</p> <p>March 2011</p>	Adult Social Care	Disability
We have an effective Joint Loans and Equipment Service	<p>Consideration of retail model for the delivery of this service</p> <p>Consideration of options in line with</p>	National Indicator 130 (Social Care clients receiving self-directed support)		Adult Social Care	Disability

Outcomes	Action	Success measures	Target date	Who is responsible	Equality areas
	emerging government guidance	National Indicator 133 (Timeliness of Social Care package) Year 1 Achieve targets of National Indicators Year 2 Achieve targets of National Indicators Year 3 Achieve targets of National Indicators	 March 2009 March 2010 March 2011		
We have an efficient and effective Aids and Adaptations Service	Business Process Re-engineering Team to undertake a review of Aids and Adaptations Policy	Year 1 Review completed and improvements identified Year 2 Service improvement targets achieved Year 3 Service improvement targets achieved	March 2009 March 2010 March 2011	Adult Social Care	Disability
Our pathways and roads are stable and maintained	Highways Services to undertake consultation with the public regarding the development of the Highways Asset Management Plan	Year 1 Consultation completed and improvements identified	March 2009	City Development	Disability

Outcomes	Action	Success measures	Target date	Who is responsible	Equality areas
	Highways Services to undertake an equality impact assessment of the Highways Asset Management Plan	Equality Impact Assessment Completed Year 2 Identified improvements implemented Year 3 To be set	March 2010 March 2011		
We have a reduced number of overgrown hedges blocking pavements	To continue with rolling programme of maintenance for all hedges in the council's direct control Investigate and take necessary action when overgrown hedges are reported	Year 1 Baseline data on number of complaints and set targets for improvements Year 2 Target achieved Year 3 Target achieved Year 1 Percentage increase in requests for services relating to overgrown hedges investigated and resolved Year 2 Percentage increase in requests for services relating to	March 2009 March 2010 March 2011 March 2009 March 2010	Environment and Neighbourhoods	Disability

Outcomes	Action	Success measures	Target date	Who is responsible	Equality areas
		<p>overgrown hedges investigated and resolved</p> <p>Year 3 Percentage increase in requests for services relating to overgrown hedges investigated and resolved</p>	March 2011		
We have a Street Design Guide	Produce an up-to-date Street Design Guide incorporating Manual for Streets and government guidance on shared surfaces	Year 1 Design Guide produced	March 2009	City Development	Disability
Improved Adult Literacy	<p>Complete implementation of revised Jobs and Skills Delivery Model</p> <p>Develop a new programme of support under English for Speakers of Other Languages for engagement with migrant workers</p> <p>Relocate Jobs and Skills and Adult Community Learning to Technorth to include improved links and communication in the delivery of</p>	<p>Year 1 Implementation of revised Jobs and Skills delivery model completed</p> <p>New programme of support developed</p> <p>Relocation completed</p>	March 2009	Environment and Neighbourhoods	All

Outcomes	Action	Success measures	Target date	Who is responsible	Equality areas
	Family Language, Literacy and Numeracy programmes Develop Family Language, Literacy and Numeracy programmes within the community	Literacy and Numeracy programmes implemented within the community			
We have lifetime homes for disabled people	Develop the Disabled People's Housing Strategy Develop action plan which includes a target that all new housing developed in the city will conform to the Lifetime Homes standard.	Year 2 All new housing developed in the city conforms to the Lifetime Homes standard	March 2010	Environment and Neighbourhoods	Disability
Choice-Based Letting priority system is accessible for disabled people	Develop the Disabled People's Housing Strategy Action plan developed which includes a target that the council will develop a Disabled People's Housing Register that will be subset of the overall Housing Register	Year 2 Disabled Person's Housing Strategy developed	March 2010	Environment and Neighbourhoods	Disability
People under 18 who are allocated an independent tenancy have a support package in	Continue to fulfil our legal obligation to ensure that each young person under 18 has an appointed trustee	Year 1 Young parent tenancies are managed successfully Year 2 Young parent	March 2009 March 2010	Environment and Neighbourhoods	Age

Outcomes	Action	Success measures	Target date	Who is responsible	Equality areas
place		tenancies are managed successfully Year 3 Young parent tenancies are managed successfully	March 2011		
Sport and physical activity accessible to all	Leeds Active to work towards Sport England's Equality Standard for Sport	Year 1 Preliminary and foundation stage achieved Year 2 Achieved target level Year 3 Achieved target level	March 2009 March 2010 March 2011	Board of Trustees for Leeds Active	All
All sports facilities have achieved appropriate standard of quality and customer care	Continue to retain the Quest accreditation 1 for sites which have already been awarded it Attain the Quest accreditation for new sites	Local Key Indicator - SC19 (Number of sports facility types with a specified quality assured standard) Year 1 Achieved target Year 2 Achieved target Year 3 Achieved target	March 2009 March 2010 March 2011	City Development	All

Outcomes	Action	Success measures	Target date	Who is responsible	Equality areas
We have more attractive community parks	Continue to implement the Parks Renaissance Programme	<p>Local Key Indicator - G1/CP-PC50/EM38 – The percentage of parks and countryside sites assessed internally that meet the Green Flag criteria</p> <p>Year 1 19% of sites assessed</p> <p>Year 2 Percentage increase in number of sites assessed</p> <p>Year 3 Percentage increase in number of sites assessed</p>	<p>March 2009</p> <p>March 2010</p> <p>March 2011</p>	City Development	All

Stronger Communities

Equality and Diversity Outcome: Leeds is a city that values the contributions of all the people of Leeds and actively engages with all our diverse communities

Outcomes	Action	Success measures	Target date	Who is responsible	Equality areas
People from the different equality groups are more effectively involved in policy development, challenge mechanisms and developing future priorities	Establish the Equalities Assembly	Year 1 Governance arrangements established	March 2009	Equality Team	All
		Year 2 Planned programme of involvement activities regarding equality issues	March 2010		
		Year 3 Completed review and evaluation	March 2011		
	Directorates and services to review how they work with external stakeholders and other specific groups	Year 1 Completion of review and evaluation of existing external consultation/participation and involvement.	March 2009	All Directorates	
		Year 2 Effective and representative consultation/participation and involvement	March 2010		

Outcomes	Action	Success measures	Target date	Who is responsible	Equality areas
in policy development, challenge mechanisms and developing future priorities	involvement and participation	arrangements Year 2 Planned programme of involvement activities regarding equality issues Year 3 Complete review and evaluation	 March 2010 March 2011		
An increased level of citizens participating and being involved in policy development, challenge mechanisms and developing future priorities.	Promote all external consultation/participation and involvement groups	Year-on-year increase in attendance at Equalities Assembly and outcomes from planned programme of activities Year 1 Set baseline and targets for years 2 and 3 Year 2 Target achieved Year 3 Target achieved National Indicator 4 (Percentage of people who feel they can influence decisions in their locality) Year 1 Baseline data	 March 2009 March 2010 March 2011	Equality Team and all Directorates	All

Outcomes	Action	Success measures	Target date	Who is responsible	Equality areas
		<p>from Place Survey</p> <p>Year 2 Evaluation of baseline data used to inform planned programme of action</p> <p>Year 3 Improved results from Place Survey</p>	<p>March 2009</p> <p>March 2010</p> <p>March 2011</p>		
Cohesive, integrated and stronger communities	A range of local initiatives and events for all equality areas	<p>Year 1 Number of event attendees and outcomes achieved</p> <p>Year 2 Number of event attendees and outcomes achieved</p> <p>Year 3 Number of event attendees and outcomes achieved</p> <p>National Indicator 2 (Percentage of people who feel that they belong to their neighbourhood)</p> <p>Year 1 Baseline data from Place Survey</p>	<p>March 2009</p> <p>March 2010</p> <p>March 2011</p> <p>March 2009</p>	All Directorates	All

Outcomes	Action	Success measures	Target date	Who is responsible	Equality areas
		<p>Year 2 Evaluation of baseline data used to inform programme of local initiatives and events for all equality areas</p> <p>Year 3 Improved results from Place Survey</p>	<p>March 2010</p> <p>March 2011</p>		
<p>Consistent, effective approach for all staff groups</p>	<p>An evaluation of all corporate equality and diversity staff groups is undertaken to establish their effectiveness and to identify any improvements.</p> <p>Directorates to undertake an evaluation of equality and diversity staff groups to establish their effectiveness and to identify any improvements.</p>	<p>Year 1 Baseline information and identified improvements.</p> <p>Year 2 Planned programme of involvement activities regarding equality issues</p> <p>Year 3 Evaluation of effectiveness is completed</p> <p>Year 1 Evaluation completed and improvements identified</p> <p>Year 2 Planned</p>	<p>March 2009</p> <p>March 2010</p> <p>March 2011</p> <p>March 2009</p> <p>March 2010</p>	<p>Equality Team</p> <p>All Directorates</p>	<p>All</p>

Promotion of equality and diversity

Equality and Diversity Outcome: Create an environment where all citizens of Leeds are respected and valued.

Outcomes	Action	Success measures	Target date	Who is responsible	Equality areas
<p>We have a commitment to equality, diversity, cohesion agendas at all levels within the council</p>	<p>Continue to develop our leadership structures for equality, diversity, cohesion and integration</p>	<p>Year 1 Established structures to support delivery of the agendas and appropriate governance arrangements</p>	<p>March 2009</p>	<p>Equality Team and all Directorates</p>	<p>All</p>
		<p>Year 2 Planned programme activities regarding equality issues</p> <p>Achieved 2% increase of staff who feel the council is genuinely committed to equality and fairness for all, from baseline of 72%</p> <p>(Staff survey 2009/10 March 2009)</p>	<p>March 2010</p>		
		<p>Year 3 Evaluation of achievements and completion of future programme</p>	<p>March 2011</p>		

Outcomes	Action	Success measures	Target date	Who is responsible	Equality areas
		<p>Achieved 2% increase of staff who feel the council is genuinely committed to equality and fairness for all from results in March 2009 Staff Survey</p> <p>(Staff survey 2010/11 September 2010)</p>			
Equality and diversity is successfully promoted	Develop a database of promotional material to celebrate equality and diversity which includes the use of positive images.	<p>Year 1 Database developed and promoted</p> <p>Year 2 Increased use of positive images</p> <p>Year 3 Increased use of positive images</p>	<p>March 2009</p> <p>March 2010</p> <p>March 2011</p>	Equality Team and Corporate Communications Team	All
Improved signposting for equality specific enquiries	Evaluate current links available on our website and implement and promote improvements	<p>Year 1 Evaluation of links completed</p> <p>Year 2 Identified improvements implemented</p> <p>Year 3 To be set</p>	<p>March 2009</p> <p>March 2010</p> <p>March 2011</p>	Equality Team	All

Outcomes	Action	Success measures	Target date	Who is responsible	Equality areas
Effective and consistent approach to the promotion of local, national and international equality initiative and events.	Develop a co-ordinated approach to promoting international, national and local celebrations	<p>Year 1 Mapped events and identified gaps</p> <p>Year 2 Co-ordinated approach to celebrations where appropriate</p> <p>Year 3 Evaluation and review completed</p>	<p>March 2009</p> <p>March 2010</p> <p>March 2011</p>	Equality Team and all Directorates	All