

# Brighton & Hove City Council Equality and Inclusion Policy 2012-2015

## Action Plan (June 2012)

This Action Plan shows the key actions we will take in the council to achieve the objectives set out in our Equality and Inclusion Policy. The Policy is available from the Communities and Equality Team (Tel: 01273 292301 or email [equalities@brighton-hove.gov.uk](mailto:equalities@brighton-hove.gov.uk) ) or on the council's website: <http://www.brighton-hove.gov.uk/index.cfm?request=b1000095> We will monitor progress against these actions and report regularly on progress. For more information please contact the Communities and Equality Team.

### A. Promoting equality and inclusion through better engagement between the council and communities, groups and individuals.

<b>Objective:</b> What we want to achieve (from the Equality & Inclusion Policy)	<b>Activity / Actions:</b> What we intend to do – key actions across the council and in Units	<b>Process:</b> How we will do it	<b>Monitoring:</b> How we will measure progress	<b>Time-scale</b>	<b>Lead Unit</b>	<b>Named Person</b>
A1. We will engage with representative groups, networks and individuals, to ensure that communities of interest, identity and place are given an opportunity to influence review, design and delivery of	We will support the City Engagement Partnership <sup>1</sup> (CEP) which oversees the implementation of the city-wide Community Engagement Framework <sup>2</sup> .  Use our new Commissioning process to engage with relevant	We will work with the CEP to analyse effectiveness of engagement across partnerships with seldom-heard/excluded communities and improve approaches.  We will build community engagement and equalities	CEP papers and progress updates.  Quality-checking commissioned	Ongoing Review in Feb '12  Ongoing in each	Communities and Equality Team  Communities and Equality	Michelle Pooley  Sarah Tighe-

<sup>1</sup> The City Engagement Partnership exists to lead, develop and support active community engagement in city-wide strategic planning and decision-making processes. It was previously called the Stronger Communities Partnership (SCP).

<sup>2</sup> The Community Engagement Framework sets out the Brighton and Hove Strategic Partnership's commitment to and understanding of community engagement in the city. It also provides a clear definition of community engagement and sets specific standards for community engagement that all Partners must adhere to -

[http://www.cvsectorforum.org.uk/sites/cvsectorforum.org.uk/files/2052%20CEF%20Inserts.V2%203\\_0.pdf](http://www.cvsectorforum.org.uk/sites/cvsectorforum.org.uk/files/2052%20CEF%20Inserts.V2%203_0.pdf)

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services	people and groups to inform the development, commissioning and review of services.	into relevant stages of commissioning.	services in partnership with the Community and Voluntary Sector (CVS);	commissioning process	Team	Ford and Michelle Pooley
	The Equality Impact Assessment <sup>3</sup> (EIA) process includes a review of engagement feedback to inform assessment of potential impact.	EIAs are timetabled across the council by Unit and monitored regularly by strategic directors.	Support to Units completing EIAs, internal quality-checking of EIAs; external quality-checking of published EIAs <sup>5</sup> .	Ongoing review by the Strategic Leadership Team (SLT) quarterly	Communities and Equality Team	Sarah Tighe-Ford
	We will use Community Development Commissioning to support people in neighbourhoods to have a voice; and to identify and address issues relating to specific 'protected characteristics' groups <sup>4</sup> in neighbourhoods.	We will commission specific community development activities through the Community Development (CD) Commissioning programme.	Performance management; through our CD monitoring and evaluation process which includes feedback from residents.	Regular monitoring data and visits	Communities and Equality Team	Sam Warren

<sup>3</sup> Equality Impact Assessments are a way for public sector bodies (and others) to assess services and processes and improve them for everyone. They also enable us to show how we are meeting our duties under the Equality Act 2010 - <http://www.brighton-hove.gov.uk/index.cfm?request=c1200096>

<sup>4</sup> 'Protected characteristics' groups are defined in the Equality Act 2010. They are: age (people of all ages), disability, gender reassignment, pregnancy and maternity, race (this includes ethnic or national origins, colour or nationality), religion or belief (this includes lack of belief), sex (men/boys and women/girls), sexual orientation (heterosexual, gay, lesbian and bisexual people).

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	<p>We will develop two Neighbourhood Governance pilots that will enable communities to work with statutory services to direct, manage and run some of their own services within the specific areas. This will include support to specifically engage communities of interest.</p> <p>We will focus additional resources on engaging with communities of interest and identity, specifically Black and Minority Ethnic (BME) and Lesbian, Gay, Bisexual and Transgender (LGBT).</p> <p>Our City Services will continue to proactively seek customer feedback on the quality and accessibility of our services.</p>	<p>We will commission specific capacity building and inclusion activities and internal support to develop the pilot Neighbourhood Governance areas. We have developed a senior level project board to ensure there is a two way conversation between the work on the ground and services change at a strategic level.</p> <p>We will jointly commission engagement activities with NHS Sussex through BME Community Partnership and LGBT Health and Inclusion Project. We will commission BME Domestic Violence peer learning.</p> <p>We will use exit surveys and feedback from service-users and others.</p>	<p>The development of a monitoring programme will be integral to the pilot process and will allow us to measure success and areas for development.</p> <p>Monitoring of delivery plans' performance measures.</p> <p>Regular reviews of feedback, and "you said, we did" examples.</p>	<p>Sep 12 – Sep 13</p> <p>Mar '13</p> <p>Ongoing</p>	<p>Communities and Equality Team</p> <p>Communities and Equality Team</p> <p>City Services Unit</p>	<p>Sam Warren</p> <p>Michelle Pooley</p> <p>City Services Management Team</p>

<sup>5</sup> Summaries of EIAs are published on the Council's website (see link in reference 3) and the full documents are available on request.

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	<p>Our Library Service will begin a specific focus on engagement with the Lesbian, Gay, Bisexual and Transgender (LGBT) communities to improve its reader development programme and review and update the LGBT stock.</p> <p>Our Adult Social Care Provider Delivery Unit will engage with key stakeholders as part of the reviews of Accommodation for People with Learning Disabilities and of Day Services for vulnerable adults.</p> <p>Our Housing and Social Inclusion Unit will engage with and support a variety of resident groups and improve the extent and nature of engagement.</p> <p>Our Housing and Social Inclusion Unit will increase Social Inclusion work relating to area improvements.</p>	<p>We will consult through LGBT organisations in the city and ask for customer feedback (till Apr 12). Libraries will continue to support Pride.</p> <p>Facilitate consultation ensuring information is produced in accessible formats and advocates and family carers are involved.</p> <p>Innovation Group aiming to improve resident involvement to increase participation by all, particularly less well represented groups.</p> <p>Resident Assessor training and rate your estate initiative: This is being targeted on a specific</p>	<p>Improved stock. Consultation events.</p> <p>Via Project Implementation Groups and updates to Adult Care &amp; Health Committee as required.</p> <p>Continuous monitoring via the Resident Involvement Team.</p> <p>Housing Resident Involvement work and</p>	<p>Ongoing informal consultation. Inclusive events part of City Reads in Sep/Oct 2012</p> <p>2012-13</p> <p>2012-13</p> <p>2012-13</p>	<p>Libraries Unit</p> <p>Adult Social Care Provider Delivery Unit</p> <p>Housing and Social Inclusion Delivery Unit</p> <p>Housing and Social Inclusion Delivery Unit</p>	<p>Library Management Team</p> <p>Naomi Cox</p> <p>Ododo Dafe</p> <p>Robert Keelan</p>

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	<p>Our Development Control (DC) Team will undertake an annual consultation survey with stakeholders to improve the level of understanding on how the DC service impacts on different groups.</p> <p>Our Children and Families Unit will continue to implement and review mechanisms and process that allow communities and service users a voice in service design and delivery.</p> <p>Our City Infrastructure team will engage with at least one community of interest/identity every six months to further develop our service plans and check our progress.</p>	<p>locality and is then intended to be rolled out city wide.</p> <p>Through a postal survey.</p> <p>We will launch a user's charter in each of the five service areas. Continue to embed mechanisms such as parents' and children's voice in service delivery. Parent involvement workers parent-led advisory groups in children centres.</p> <p>We will proactively approach groups that we have identified through our EIA process where we have identified gaps.</p>	<p>structures.</p> <p>A review of the survey results and actions taken</p> <p>Evaluation and quarterly monitoring in each of the Quality and Standards groups.</p> <p>We will monitor this through our engagement plan.</p>	<p>Ongoing - annual</p> <p>Dec '12</p> <p>Ongoing every six months</p>	<p>Development Control Team</p> <p>Children and Families</p> <p>City Infrastructure</p>	<p>Jeannette Walsh</p> <p>James Dougan</p> <p>City Infrastructure Management Team</p>
A2. When we engage	We will work with partners	Support to other	CIP Workplan	Ongoing	Communities	Sarah

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with communities we will identify which groups should be involved, consider how best to reach and engage with them and use a range of approaches and activities to ensure that engagement is accessible and appropriate for diverse communities	through the City Inclusion Partnership (CIP) to identify city-wide issues and barriers to engagement, and identify solutions and ways to improve joint working.	partnerships, specifically the City Engagement Partnership (CEP) to increase consistency in identifying and engaging with 'protected characteristic' groups.	and reporting.		and Equality Team	Tighe-Ford
	We will continue to work with equality networks across the city to use their links to and knowledge of diverse communities to inform our practice.	Continuing engagement with umbrella groups across the city, especially those focused on 'protected characteristics' groups.	Attendance at meetings and actions taken jointly and following meetings.	Ongoing	Communities and Equality Team	Sarah Tighe-Ford
	We will use information gathered through the Neighbourhood Governance consultation focus groups that will support our engagement practices with LGBT, BME, and Disabled communities.	We will commission some specific engagement work with these groups.	Outcomes and progress will be monitored as part of the broader Neighbourhood Governance approach.	Sep '12-Sep '13	Communities and Equality Team	Sam Warren
	We will ensure that relevant diverse groups are enabled to engage with our new Commissioning process through appropriate engagement processes.	We will identify all relevant groups in the Needs Assessment stage and address potential barriers to engagement.	At appropriate stages in the commissioning process.	Ongoing	Communities and Equality Team	Sarah Tighe-Ford & Michelle Pooley
	We will raise awareness of and	We will support the City	We will use	Ongoing	Communities	Michelle

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	<p>implement the Community Engagement Framework (CEF) standards across the council and with partners and maximise opportunities for integrated approaches.</p> <p>We will develop additional forms of engagement through funding and supporting the use of technology and social media by community and voluntary groups. Many of these focus on engaging 'hard to reach communities' such as those with learning disabilities, Gypsies and Travellers and Not in Education, Employment or Training (NEET) young people.</p> <p>Our Children and Families Delivery Unit will use monitoring data to identify groups where outcomes for children are poor and focus support on these groups</p> <p>Our Housing Commissioner Unit will:</p> <ul style="list-style-type: none"> <li>Establish a customer feedback forum for</li> </ul>	<p>Engagement Partnership to oversee the implementation of the CEF and use our internal structures to increase awareness and adherence.</p> <p>We will grant fund projects through the City Camp 2 process.</p> <p>By collecting data on both the population and outcomes. Use of parent involvement workers and targeted groups and outreach work where appropriate.</p> <p>Web based forums effectively utilised.</p> <p>Commissioning joint</p>	<p>feedback to the CEP about the reach of engagement activities.</p> <p>Funded technology projects will be asked to provide an impact report.</p> <p>Quarterly monitoring data.</p> <p>Quality and Standards Groups self evaluations.</p> <p>Feedback feeding into strategy, Estates</p>	<p>Mar '12 - Mar '13</p> <p>Ongoing</p> <p>2012-13</p>	<p>and Equality Team</p> <p>Communities and Equality Team</p> <p>Children and Families</p> <p>Housing Commissioner Unit</p>	<p>Pooley</p> <p>Nicky Cambridge</p> <p>Quality and Standards Chair</p> <p>Jugal Sharma</p>

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	<p>Homemove and Temporary Accommodation</p> <ul style="list-style-type: none"> <li>• Work with tenant groups and registered providers to increase the supply of affordable housing in the city</li> <li>• Reduce inequality through enabling vulnerable households to remain in their own homes for longer</li> <li>• Ensure residents are able to benefit from the Government's 'Green Deal' and Energy Company Obligation to improve home energy efficiency</li> </ul>	procurement of Housing & ASC Adaptations framework contract for major & minor adaptations. Consider role council plays in delivery i.e. consortium partner, 'Scheme Provider' or promoter	<p>Masterplan, affordable housing local investment plan, Building new Council Homes Tenant Working Group</p> <p>Reporting to Housing Management Consultative Committee. Reporting to Housing Committee.</p>	<p>2012-15</p> <p>2012-13</p> <p>2012-13</p>		<p>Jugal Sharma</p> <p>Jugal Sharma</p> <p>Jugal Sharma</p>
A3. We will make sure that our staff have the skills and confidence to engage with all communities in the city to ensure that engagement is appropriate and positive for everyone.	<p>We will use cross-sector training, like our Community Engagement Framework training, to share skills, knowledge and experience across the statutory and community and voluntary sectors.</p> <p>We will support the integration of Neighbourhood Governance arrangements into the Community Engagement Training programme and if</p>	<p>We will work with the Learning and Development Team and other members of the City Engagement Partnership (CEP) to develop equalities-based engagement training.</p> <p>We will work with the Learning and Development Team and other members of the CEP to develop equalities-based</p>	<p>Through the Learning and Development Team's evaluation process.</p> <p>Through the Learning and Development Team's evaluation</p>	<p>Ongoing</p> <p>Jan '13</p>	<p>Learning and Development</p> <p>Learning and Development &amp; Communities and Equality Team</p>	<p>Michelle Pooley</p> <p>Michelle Pooley and Sam Warren</p>



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	<p>needed develop some bespoke learning.</p> <p>We will develop, share and use resources and guidance which will support positive and appropriate community engagement.</p> <p>Our Planning and Public Protection Unit will carry out yearly customer service training to all staff.</p>	<p>engagement training.</p> <p>Through the CEP meetings where good engagement practice is identified and effective community engagement practice developed through the CEF training and learning.</p>	<p>process.</p> <p>Monitoring of use of resources by CEP partners</p> <p>Monitoring of staff training identified in the Performance &amp; Development Process or service user feedback.</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>Communities and Equality Team</p> <p>Planning and Public Protection Unit</p>	<p>Michelle Pooley</p> <p>Martin Randall</p>
<p>A4. We will work with communities to raise awareness and create opportunities for working on joint projects to improve community cohesion<sup>6</sup> between 'protected characteristics' groups and to reduce inequality.</p>	<p>We will use local knowledge and data to inform community development activity to support different groups to come together in neighbourhoods.</p> <p>We will ensure delivery of Discretionary Grants Programme 2012-16</p>	<p>We will build more 'protected characteristic' group and community cohesion work and involvement into our community development commissioned projects.</p> <p>We will use our Three Year Strategic Grants 2013-16; our Annual Grants 2012-</p>	<p>Monitoring of outcomes and progress through the commissioning cycle.</p> <p>Regular reporting to councillors and</p>	<p>Jul '12 – Mar '14</p> <p>Ongoing reporting; evaluat-</p>	<p>Communities and Equality Team</p> <p>Communities and Equality Team</p>	<p>Sam Warren</p> <p>Jonathan Best</p>

<sup>6</sup> Community cohesion is...

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	<p>‘supporting a thriving third sector that promotes engagement and equality by encouraging cohesive communities to have active voices’.</p> <p>We will provide some specific capacity building support for communities of interest to be involved in new forms of Neighbourhood Governance.</p> <p>We will continue to support and facilitate People’s Day as a community event which has been designed to increase understanding and to celebrate the diverse communities.</p> <p>Our Housing Commissioner</p>	<p>13, 13-14, 14-15 &amp; 15-16; and our ‘Grantfinder’ Service (internal / external).</p> <p>We will commission some specific engagement work with these groups.</p> <p>We will work with local communities and communities of interest groups to design an event to increase understanding and to celebrate the diverse communities that make up Brighton &amp; Hove.</p> <p>Traveller Commissioning</p>	<p>publicly; assessment of applications / awards by community; applicant evaluation of process; ‘Grantfinder’ Service User evaluation; full EIA completed.</p> <p>Outcomes and progress will be monitored as part of the broader Neighbourhood Governance approach.</p> <p>Number of community groups taking part and number of visitors. Evaluations to inform future events.</p> <p>Reporting to</p>	<p>ions and EIA completed by Dec ‘12</p> <p>Jul ‘12 – Mar ‘14</p> <p>Annually (14<sup>th</sup> July 2012)</p>	<p>Communities and Equality Team</p> <p>Communications Team</p> <p>Housing CU,</p>	<p>Sam Warren</p> <p>Andy Tyrrell-Murphy</p> <p>Jugal</p>

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	Unit will involve Travellers and their advocates in service design and delivery: <ul style="list-style-type: none"> <li>• Set a Brighton &amp; Hove Traveller Forum</li> <li>• Involve Travellers in development, design, management of permanent site</li> <li>• Involve Traveller groups in education services development, cultural awareness and equalities training.</li> </ul>	Strategy 2012.	Environment Committee.	Ongoing	Housing & Social Inclusion DU, Learning & Partnership CU, Traveller Education Team	Sharma

## B. Promoting equality and inclusion through more effective joint work with statutory bodies and other partners

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B1. We will work in our services and with our partners to ensure that there is an improvement in relations between different 'protected characteristics'	We will use the City Inclusion Partnership to identify opportunities for joint work and to support local and national initiatives.  Equality Impact Assessments require assessment of the	Quarterly meetings of the CIP with working group meetings as needed.  Use EIAs in services and partnerships to increase	Minutes and papers of meetings and reports to stakeholders.  Support to Units completing	Ongoing  Ongoing	Communities and Equality Team  Communities and Equality	Sarah Tighe-Ford  Sarah Tighe-

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groups.	<p>potential impact of a service, policy or strategy on community cohesion.</p> <p>We will work through the Community Safety Partnership to promote an understanding of, and engagement with, diverse communities.</p> <p>Our Housing and Social Inclusion (H&amp;SI) Team will carry out a range of targeted interventions to improve access to and engagement in learning and skills, provide personal development and progression opportunities; and promote financial capability through the delivery of the Community Banking Pilot.</p> <p>Our Children and Families Unit will continue to work with</p>	<p>opportunities for positive interactions and minimise or remove negative impacts, in order to foster good relations.</p> <p>Confirm the service offer relating to Hate Incidents &amp; Crime (for further information see also B2).</p> <p>Quarterly meetings with communities of interest through the appropriate community-led for a.</p> <p>Delivery of the Interreg Funded Learning Cities Project in partnership with the Bridge Community Education Centre and Portslade Adult Learning.</p> <p>Delivery of the H&amp;SI Community Banking Pilot Project.</p> <p>By providing an integrated children's service that</p>	<p>EIAs, internal quality-checking of EIAs; external quality-checking of published EIAs.</p> <p>Reports to stakeholders on case work actions and outcomes</p> <p>Minutes and papers of meetings and reports to stakeholders</p> <p>Project Monitoring and Management schedule EIA.</p> <p>Report to Housing Committee in Spring 2013.</p> <p>Targeted group and monitoring</p>	<p>Quarterly</p> <p>Ongoing</p> <p>2012-14</p> <p>2012-13</p> <p>Ongoing</p>	<p>Team</p> <p>Safe in the City Delivery Unit</p> <p>Community Safety Partnership</p> <p>Housing and Social Inclusion Delivery Unit</p> <p>Children and Families</p>	<p>Ford</p> <p>Bruce Mathews</p> <p>Linda Beanlands</p> <p>Emma Gilbert</p> <p>Senior Managem</p>

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	partner agencies via section 75 arrangements and Partnerships with other agencies to ensure the integrated delivery of the range of services.	focus support on the most disadvantaged families in the city.	data.			ent Team service leads
B2. We will continue to improve the quality of our partnerships to make sure that:	Brighton and Hove City Council will continue to be involved in key partnerships addressing inequality city-wide.	We continually review and improve our partnership working with other statutory and community and voluntary sector services.		Ongoing	Partnerships Team	Simon Newell
a) we join up more services for vulnerable and marginalised people, households and communities to make them more effective;	We will use our new Commissioning process to match resources and activity to need, and performance manage our services.	Using data from pilots and needs analyses and commissioned work to inform other areas of work.	Data identified in pilots and ongoing commissioning.	Ongoing	Relevant lead Commissioner	Lead Commissioner
b) we work towards eliminating bullying, harassment, discrimination and hate incidents / crimes and appropriately address them wherever they	The Community Safety Partnership will continue to work with all relevant partners to raise awareness, increase trust and reporting, appropriately deal with reports and feed back on work.	Community engagement Developing and supporting Reporting Centres Improved performance monitoring reports.	Agree a data set with partners  All partners accountable for data and outcomes	Ongoing	Community Safety Partnership	Linda Beanlands
	The Casework team in the Safe in the City Delivery Unit will: - combine best practice in dealing with anti-social	- Revising the legal support and systems to evidence-gathering, statement taking etc;	Sharing victim feedback and satisfaction and service	Ongoing	Safe in the City Delivery Unit	Bruce Mathews

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<p>might take place in the city;</p> <p>c) we identify and use opportunities for early intervention and preventative work to stop people experiencing disadvantage or barriers in their lives.</p>	<p>behaviour with that of hate crime and incidents (Hate incidents and crimes are those that are motivated by hostility or prejudice based on a person's actual or presumed religion, race, ethnic or national origin, culture, sexual orientation, gender identity and disability.)</p> <p>- Review, build on and mainstream learning from national and local research to ensure best practice.</p> <p>- Increase public awareness and improve understanding of the harm caused by hate crimes and incidents.</p> <p>We will develop a range of services and activities to support financial inclusion – targeted at those most affected by welfare reform and recession (lone parents, disabled people, younger people, Black and Minority Ethnic people and those experiencing social-economic disadvantage).</p>	<p>- Building skills of staff with partners and agreeing referral arrangements;</p> <p>- A city wide training programme for practitioners;</p> <p>- Collating victim feedback to inform service improvements</p> <p>- Identify, support and protect repeat victims and ensure that effective safety plans are in place.</p> <p>- Prioritise work with high risk victims to reduce risk and harm caused.</p> <p>- Analyse intelligence and data from partners to identify hotspot areas and emerging tensions. Target resources accordingly.</p> <p>We will work with the Advice Partnership to develop a Financial Inclusion Strategy, Commission and Action Plan.</p>	<p>evaluation with stakeholders.</p> <p>Develop robust baseline indicators to measure levels of satisfaction, develop and implement action plan to increase satisfaction.</p> <p>The Advice Partnership has agreed a range of indicators and outcomes that will be used to measure the effectiveness of the work.</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>Safe in the City Delivery Unit</p> <p>Communities and Equality Team</p>	<p>Bruce Mathews</p> <p>Nicky Cambridge</p>

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	<p>Our Revenues and Benefits Team will work with partners across the city to minimise the negative impact of welfare reform.</p> <p>Our Adult Social Care Provider Delivery Unit will work with Health to review its provision of short term services following a person's discharge from hospital or to prevent a hospital admission.</p> <p>Our Housing and Social Inclusion Team (H&amp;IS) will carry out low level adaptations within tenants' homes.</p> <p>Our Housing and Social Inclusion (H&amp;SI) Team will implement and develop the Financial Inclusion strategy to support disadvantaged residents of council managed homes.</p>	<p>We will share data and information, and provide advice and guidance at six months and two months before their claim is affected</p> <p>A Provider Management Board has been established with representatives from Health and Age UK to implement a new integrated health and social care service to improve the experience of older and vulnerable people leaving hospital.</p> <p>Through Trusted/Enhanced Assessors.</p> <p>Through the H&amp;SI Financial inclusion Strategy Group.</p>	<p>Customers receive two letters of communication detailing the impact</p> <p>The Board will oversee the project plan to implement the new service.</p> <p>Quality checks and customer satisfaction</p> <p>The group regularly reviews progress against an action plan.</p>	<p>During 2012</p> <p>New service by April 2013</p> <p>In place and ongoing</p> <p>During 2012-13</p>	<p>City Services</p> <p>ASC Provider Services</p> <p>Estates Service staff within H&amp;SI delivery unit</p> <p>H&amp;SI delivery unit</p>	<p>Valerie Pearce</p> <p>Karin Divall</p> <p>Rachel Chasseaud</p> <p>Ododo Dafe</p>

<b>Objective:</b> What will change as a result (from the E&I Policy)	<b>Activity / Actions:</b> What we intend to do – key actions across the council and in Units	<b>Process:</b> How we will do it	<b>Monitoring:</b> How we will measure it	<b>Time-scale</b>	<b>Lead Unit</b>	<b>Named Person</b>
	Our Environmental Health Team will work with partners to make late night take-away business safer for BME workers.	Working with the Racial Harassment Forum, the Business Crime Reduction Partnership, the Community Safety Partnership and Police and providing support and advice to business.	Numbers of businesses engaged and feedback from them on effectiveness.	Ongoing	Environmental Health Team	Roy Pickard
	Our Children and Families Unit will provide more joined up services through implementing team around the family process.	The Family Common Assessment Framework (CAF) will address needs of vulnerable families. The Youth Service will implement Quality Assurance framework and peer inspection process in relation to bullying and equalities. Disabled Children's Services will provide Integrated Care pathways.	Monitoring via CAF audits  Ofsted inspections  Referral meetings and ongoing care pathway.	Ongoing	Children and Families Unit	Senior Management Team leads

### **C. Promoting equality and inclusion through fair and accessible services**

<b>Objective:</b> What will change as a result (from the E&I Policy)	<b>Activity / Actions:</b> What we intend to do – key actions across the council and in Units	<b>Process:</b> How we will do it	<b>Monitoring:</b> How we will measure it	<b>Time-scale</b>	<b>Lead Unit</b>	<b>Named Person</b>
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<b>Objective:</b> What will change as a result (from the E&I Policy)	<b>Activity / Actions:</b> What we intend to do – key actions across the council and in Units	<b>Process:</b> How we will do it	<b>Monitoring:</b> How we will measure it	<b>Time-scale</b>	<b>Lead Unit</b>	<b>Named Person</b>
<p>C1. We will continue to improve the accessibility of our services and our facilities - including buildings, information, communication, appropriate use of different technologies and events – for service-users.</p>	<p>Equality Impact Assessments (EIAs) require a consideration of different people's needs to develop responsive and appropriate services.</p>	<p>EIAs are timetabled by Unit and monitored regularly by strategic directors.</p>	<p>Publication of completed EIAs and monitoring of the EIA timetable</p>	<p>Ongoing Timetable reviewed by SLB quarterly</p>	<p>Communities and Equality team</p>	<p>Sarah Tighe-Ford</p>
	<p>We will use our Customer Access Programme to support Delivery Units to consider diverse people's needs and improve delivery of and access to services.</p>	<p>Improvements will be made as appropriate either on a service by service basis, on initiative by initiative.</p>	<p>Activity and initiatives monitored through the Customer Access Programme Board</p>	<p>Ongoing</p>	<p>Council-wide</p>	<p>Valerie Pearce</p>
		<p>We are improving the council's website so it is easier for people to use and extend the range of interactive services.</p>	<p>No. of people accessing and using our website and services by phone to successfully find information and interact with services.</p>	<p>First milestone Mar '13</p>	<p>Customer Access Programme / ICT</p>	
	<p>Our Library Service will continue to provide free access to books and information in a variety of formats.</p>	<p>We are improving the consistency of our telephone service for customers.</p>	<p>We will improve our stock, provide appropriate technologies and develop specific projects, including: interactive and sensory stories to children with</p>	<p>Number of users. Customer feedback.</p>	<p>Ongoing</p>	<p>City Services (Libraries)</p>

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	<p>Our Adult Social Care Provider Delivery Unit will work with colleagues on a corporate review of transport services for vulnerable children and adults to ensure accessibility and sustainability.</p> <p>Our Housing and Social Inclusion Unit will further implement our Customer Access strategy to ensure that our customers can engage with us in a way that most suits them</p> <p>Our Housing and Social Inclusion Unit will develop the use of different forms of social media to increase the ways by which service users may contact us.</p>	<p>profound and multiple learning difficulties (PMLD) and visual impairment, developing the E-book service and a 'housebound' volunteer service.</p> <p>A project Board has been set up with representatives from Children and Adult Social care and Transport to improve co-ordination and use of transport across services to improve the service provided and deliver more personalised services.</p> <p>Our Facebook site for residents (launched Oct 11) will be used to share events and information (pointing to our website).</p> <p>We also use the council Twitter site and depending on demand may develop a Housing Twitter site.</p>	<p>The Project Board will oversee a project plan and timeline.</p> <p>STAR satisfaction survey results on access preferences Comparing customers engaged with us against tenant profile.</p> <p>Monitoring Facebook and</p>	<p>Single co-ordination of service by Mar '13</p> <p>During 2012-13</p> <p>During 2012-13</p>	<p>ASC Provider Services Delivery unit &amp; Children's Commissioning</p> <p>Housing and Social Inclusion Delivery Unit</p> <p>Housing and Social</p>	<p>Karin Divall</p> <p>Ododo Dafe</p> <p>Mo Lawless</p>

<b>Objective:</b> What will change as a result (from the E&I Policy)	<b>Activity / Actions:</b> What we intend to do – key actions across the council and in Units	<b>Process:</b> How we will do it	<b>Monitoring:</b> How we will measure it	<b>Time-scale</b>	<b>Lead Unit</b>	<b>Named Person</b>
	<p>Our Environmental Health Team will:</p> <ul style="list-style-type: none"> <li>• assist BME communities and businesses comply with regulatory requirements.</li> <li>• complete the taxi equality action plan.</li> </ul> <p>Our Development Control Team will make the entire planning application case files available on-line/externally.</p> <p>Our Seafront Team will continue to improve access to our</p>	<p>Provide information to BME communities and businesses in first languages.</p> <p>An independent survey, consultation and bench marking exercise with other taxi licensing districts to provide improved service and accessibility for taxi passengers. As part of the transfer of IT system.</p> <p>Through the provision of a new internal IT/information management system</p> <p>We will reconfigure and refurbish existing toilets on</p>	<p>Twitter numbers, posts and customer profiling.</p> <p>Monitoring of food safety enforcement activity and evaluation of businesses via the Food Hygiene Rating Scheme</p> <p>Survey tendered and awarded</p> <p>By testing the system and obtaining customer and officer feedback once the system has gone live</p> <p>Monitoring feedback and</p>	<p>Ongoing – reported in annual service plan</p> <p>Report to Licensing Committee 2012-13</p> <p>Dec '12</p> <p>Ongoing: works</p>	<p>Inclusion Delivery Unit</p> <p>Environmental Health Team</p> <p>Environmental Health Team</p> <p>Development Control Team</p> <p>Seafront Team</p>	<p>Nick Wilmot</p> <p>Tim Nichols</p> <p>Jeannette Walsh</p> <p>Toni Manuel</p>

<b>Objective:</b> What will change as a result (from the E&I Policy)	<b>Activity / Actions:</b> What we intend to do – key actions across the council and in Units	<b>Process:</b> How we will do it	<b>Monitoring:</b> How we will measure it	<b>Time-scale</b>	<b>Lead Unit</b>	<b>Named Person</b>
	Seafront facilities and services to ensure all members of our community and visitors can benefit from our seafront environment.  Our Housing Commissioner Unit will improve access to housing advice	Rottingdean seafront to provide modern, accessible, gender neutral facilities  Online housing options and housing register application system in development	meetings with the Public Toilet Users Group chaired by B&H Local Involvement Network (B&H LINK) Manager  Reporting to Housing Committee	start on-site Sep '12  2012/13	Housing Commissioner Unit	Jugal Sharma
C2. We will develop and provide relevant and appropriate services to ensure that they meet the needs of individual users, targeting those who are most in need and who face additional barriers.	We will embed Community Engagement & Equalities principles in our new Commissioning process: support its development and implementation; and engage with learning in the process.  Support ongoing Equality Impact Assessment (EIA) work by council Units and oversee this process.  We will provide information and data to Members about the risks to groups of service funding reductions, through Budget Equality Impact Assessments	The Communities and Equality team is involved in the development of the new Commissioning process and will be part of new commissions  EIAs are timetabled by Unit and monitored regularly by strategic directors.  Budget EIA process	Equality and community engagement input in commissioned projects and documentation  Published EIAs and monitoring of EIA timetable.  Published EIAs and Budget decisions.	Ongoing  Ongoing with review by SLT  Annually in budget-setting	Communities and Equality Team  Communities and Equality Team  Communities and Equality Team	Sarah Tighe-Ford and Michelle Pooley  Sarah Tighe-Ford  Mary Evans

<b>Objective:</b> What will change as a result (from the E&I Policy)	<b>Activity / Actions:</b> What we intend to do – key actions across the council and in Units	<b>Process:</b> How we will do it	<b>Monitoring:</b> How we will measure it	<b>Time-scale</b>	<b>Lead Unit</b>	<b>Named Person</b>
	<p>(EIAs).</p> <p>We will conduct ongoing equalities monitoring of the impact of budget changes locally and of funding reductions nationally to identify trends in disproportionate or unanticipated impact at an early stage to address them.</p> <p>Our Housing and Social Inclusion Unit will promote equality and inclusion of Gypsy, Romany Traveller (GRT) communities, both those who are travelling and those who are housed or settled within Brighton &amp; Hove.</p> <p>Through Children’s Centres, Schools and community, and looked after children services our Children and Families Unit will narrow the achievement gap for those children with the poorest outcomes.</p>	<p>Budget EIA process</p> <p>Community leadership role in promoting awareness of GRT culture(s) through GRT History Month, work in schools, tackling racism and discrimination, encouraging GRTs to participate in civic society, and seeking funding for a project encouraging GRT people into employment in the public sector.</p> <p>Ensuring resources are focused on those most in need via assessment and targeting process.</p>	<p>Published EIAs and Budget decisions</p> <p>Details to be provided in conjunction with other service providers, in particular Traveller Education and Neighbourhood Support</p> <p>- Number of children &amp; families identified - Early Years Foundation Stage profile</p>	<p>Annually in budget-setting</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Communities and Equality Team</p> <p>Housing and Social Inclusion Unit</p> <p>Children and Families</p>	<p>Mary Evans</p> <p>Jonathan Fortune</p> <p>Caroline Parker, Andy Whippey, Anna Gianfrancesco</p>

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	<p>Our Children and Families Unit will ensure children with disabilities can access childcare places.</p> <p>Our VisitBrighton team will increase the profile of the city to minority groups, including LGBT, black, disabled and retired visitors, and ensure the city's services reflect their specific needs, by:</p> <p>a) Target specific conferences relevant to those named equality strands and</p> <p>b) continue to develop and deliver marketing materials and training to cater for all equality strands</p>	<p>Provide inclusion funding to ensure that children with disabilities can access childcare places.</p> <p>VisitBrighton is bidding to host 30 conferences which would attract 15,000 delegates from these groups.</p> <p>Organise familiarisation trips to hotels for staff specifically to look at their access for disabled guests to increase staff knowledge and awareness.</p>	<p>- Special Educational Needs profile - Asset assessment process - Looked After Children review and Personal Education Plan.</p> <p>Conference bids successful. Delegate and organiser feedback.</p> <p>Increased staff awareness.</p>	<p>As below:</p> <p>End Oct '12 Conferences as booked.</p> <p>Dec '12</p>	<p>Tourism &amp; Leisure Delivery Unit</p>	<p>Hass Yilmaz, Jenny Brickell</p> <p>Julia Gallagher</p> <p>John Carmichael</p> <p>Suzanne Mantell</p>

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	<p>Our Housing Commissioner Unit will support the implementation of an alcohol pathway across services so that 'revolving door' clients can receive personalised and specialist support with alcohol issues.</p>	<p>Continue to check product data to ensure that visitors and staff can search simply and effectively for hotels, attractions and restaurants, both online and via our back office systems.</p> <p>Create LGBT itinerary and add city access information to our iphone App.</p> <p>Champion diversity of the city through our "City Villages" marketing activity which celebrates the different city communities and add to its uniqueness.</p> <p>Stage 1 alcohol pathway successful and Stage 2 commenced.</p> <p>Develop pilot casework approach across hostel services, led by CRI Complex Caseworker. Provision of support through Alcohol Nurse (BHT) joint commissioned through Homelessness Prevention Grant and PCT</p>	<p>Feedback from visitors. Increased staff awareness.</p> <p>Feedback from visitors.</p> <p>Feedback from visitors and businesses.</p> <p>Alcohol Pathway Steering Group</p>	<p>Dec '12</p> <p>Dec '12</p> <p>Ongoing</p> <p>2012-13</p>	<p>Housing Commissioner Unit</p>	<p>Jugal Sharma</p>

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		to target complex alcohol needs cases in the ISP.				
C3. We will develop and use a tailored approach for services to make sure that we identify specific needs and barriers and respond appropriately.	We will ensure we are using the mechanisms to allow community and service user views to be heard when developing services.	Through our commissioning processes and in service reviews.	Ways views are incorporated into services.	Ongoing	Commissioners and Units as appropriate	As appropriate
	Our Library Service will continue to develop Council Connect to improve access for digitally excluded people.	Increase number of sessions.	Number of sessions	Ongoing	Library Service	Library Management Service
	Our Housing and Social Inclusion Unit will explore through the use of trained 'mystery shoppers' how services are actually delivered.	Residents have been trained as 'mystery shoppers' to carry out unannounced checks on the service offered as a means of identifying how improvements could be made.	Where an issue is identified, the mystery shoppers will re-visit the matter within 6-12 months	In place and ongoing	Housing and Social Inclusion Delivery Unit	Diane Hughes
Our Trading Standards Team will: <ul style="list-style-type: none"> <li>• raise awareness of consumer rights with children with special educational needs.</li> <li>• support vulnerable residents to access consumer protection</li> </ul>	<ul style="list-style-type: none"> <li>• Run Consumer Challenge Quiz for children with special educational needs.</li> <li>• Provide appropriate consumer advice and support for vulnerable consumers.</li> </ul>	60 pupils across Sussex, evaluations and returning no. each year Up to 100 people attended through groups that were	Annual event, inc teaching in schools  Ongoing	Trading Standards Team	Mel McGinn  Jo Player	



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	<p>services.</p> <ul style="list-style-type: none"> <li>• Improve Children’s safety awareness.</li> </ul>	<ul style="list-style-type: none"> <li>• Participate in Safety in Action week for key stage 4 children in the city.</li> </ul>	<p>requested Approx 500 yr 6 pupils attend. Event open to all schools. Numbers of schools applying increase each year. Evaluation after event.</p>	<p>Annual event</p>		<p>Mel McGinn</p>
<p>C4. We will ensure full compliance with our Equality Impact Assessment (EIA) procedure to ensure that we give due regard to the impact and potential impact on all people with ‘protected characteristics’ in shaping policy, in delivering services, and in relation to our employees – and so we can evidence this.</p>	<p>We will keep an up-to-date timetable of all Equality Impact Assessments planned across the council and monitor progress against this.</p> <p>We will quality-check all completed EIAs and offer support to Units and others completing them to ensure they are effective.</p> <p>We will publish summaries of all EIAs and ensure that all EIAs are freely available to ensure that anyone can review our process and the actions we have planned.</p> <p>Where EIAs identify gaps in</p>	<ul style="list-style-type: none"> <li>- EIAs are part of the process of assessing the impact and potential impact of all new policies, processes and projects on ‘protected characteristic’ groups.</li> <li>- There is guidance and a recommended template for all EIAs in the council and training is available to all staff completing EIAs.</li> <li>- A timetable of all planned EIAs and summaries of all completed EIAs are available on our website and/or from the Communities and Equality team (see details in this document).</li> </ul>	<p>EIA Timetable.</p> <p>Completed (and published EIAs).</p> <p>Sign-off by the Communities and Equality team.</p> <p>Monitoring and evaluation of actions identified in EIAs.</p>	<p>Ongoing with regular SLT review and 2-monthly ESG meetings.</p>	<p>Communities and Equality Team</p> <p>Communities and Equality Team</p> <p>Communities and Equality Team</p> <p>Communities and Equality</p>	<p>Sarah Tighe-Ford</p> <p>Sarah Tighe-Ford</p> <p>Sarah Tighe-Ford</p> <p>Sarah Tighe-Ford</p>

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	<p>monitoring we will prioritise these and address them as part of Unit's action plans.</p> <p>Our Development Control Team will identify equalities issues that arise during the course of planning applications and identify areas for improvement.</p> <p>Our Housing Commissioner Unit will remodel the Single Homeless: eligibility criteria into Band 3 to enable people with multiple needs who would benefit from these services to use them.</p>	<p>- The EIA Timetable is regularly reviewed by the Strategic Leadership Team and the corporate Equality Steering Group co-ordinates work on EIAs across all Units.</p> <p>Through a review of determined planning applications.</p> <p>Work has already started in regards to young people in rough sleepers services.</p> <p>Need to commence review of existing criteria for single homeless &amp; consult on draft proposals.</p>	<p>By monitoring the number of applications where such issues have arisen</p> <p>Integrated Support Pathway Working Group</p>	<p>Ongoing - Annual review.</p> <p>2012-13</p>	<p>Team</p> <p>Development Control Team</p> <p>Housing Commissioner Unit</p>	<p>Ford</p> <p>Aidan Thatcher</p> <p>Jugal Sharma</p>

#### **D. Promoting equality and inclusion through improving the quality and breadth of information held and used by the council**

<b>Objective:</b> What will change as a result (from the E&I Policy)	<b>Activity / Actions:</b> What we intend to do – key actions across the council and in Units	<b>Process:</b> How we will do it	<b>Monitoring:</b> How we will measure it	<b>Timescale</b>	<b>Lead Unit</b>	<b>Named Person</b>
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<b>Objective:</b> What will change as a result (from the E&I Policy)	<b>Activity / Actions:</b> What we intend to do – key actions across the council and in Units	<b>Process:</b> How we will do it	<b>Monitoring:</b> How we will measure it	<b>Time-scale</b>	<b>Lead Unit</b>	<b>Named Person</b>
Policy)	in Units					
D1. We will address gaps in our knowledge to ensure that we are prioritising key equality areas in our work; and we will use data and consultation from Equality Impact Assessments and service reviews to fill gaps and inform targeted work.	We will encourage and support use across the council of a standard equalities monitoring template which covers all Equality Act 2010 'protected characteristics'.	We will promote the form developed by the City Inclusion Partnership as the standard template to be used for all monitoring and support staff to understand how to use it and the data collected from it.	Through data used in EIAs; meetings and feedback from Units; and examples of use	From Jun '12	Communities and Equality Team	Sarah Tighe-Ford
	We will use new Neighbourhood Governance approaches to support our knowledge and understanding of both people and place.	We are considering developing neighbourhood plans which will highlight community priorities, ensuring that these emerge from engagement with diverse communities.	Outcomes and progress will be monitored as part of the broader Neighbourhood Governance approach.	Sep '12 – Sep '13	Communities and Equality Team	Sam Warren
	We will fill data gaps, where appropriate: - Planning and completing a consultation on need in Black and Minority Ethnic (BME) Communities, with other statutory and community and voluntary sector partners. - Using the findings of Countability (barriers encountered by disabled	Undertaking a city wide BME Needs Assessment (NA) in partnership with BME staff forum, communities, groups and organisations.  Building Countability information and recommendations for	Progress and findings from the NA will be shared with the BME staff forum, CIP and other stakeholders. Use of the data to inform services	From Jun '12  Ongoing	Communities and Equality Team  Communities and Equality	Nicky Cambridge  Mary Evans

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	<p>people), a partnership project with The Fed Centre for Independent Living, University of Sussex, Sussex Police, and East Sussex Fire and Rescue.</p> <p>- Undertake a city wide Trans Equality Scrutiny looking into the issues affecting those individuals who identify as 'Trans' in Brighton and Hove.</p> <p>Our Children and Families (C&amp;F) Unit will develop Quality Assurance and audit processes to include specific question about meeting needs and improve the collection and analysis of their population and service user data.</p>	<p>solutions into action plans and commissioning.</p> <p>Working with the Scrutiny Team run consultation activities with the local Trans community and also professionals working with and/or part of the Trans community.</p> <p>Implement the C&amp;F Service Improvement Plan. Children's Centres will continue to improve monitoring and use the self evaluation process to consider data. Use Disability Register; Schools and community service quarterly compliance audits. Youth will implement QA framework and peer inspection process. Advice Contact and Assessment Service will conduct EIAs and look at data. Youth Offending Service</p>	<p>Full scrutiny to Overview and Scrutiny Commission by Dec '12.</p> <p>SEFS and Ofsted inspections, EIA findings</p>	<p>Jun '12 – Jan '13</p> <p>Ongoing (see Service Improvement Plan)</p>	<p>Team</p> <p>Scrutiny Team (with support from Communities and Equality Team)</p> <p>Children and Families</p>	<p>Mary van Beinum</p> <p>James Dougan / Children and Families SMT</p>

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		will monitor through the QA framework. Children In Need will add question into review forms; Looked After Children audits; interviews with individuals.				
97 D2. We will enhance our data collection and analysis processes, working with our partners, so that we can effectively use equality data to improve services.	<p>We will use the City-wide Data Group to co-ordinate data collection and use across the city, linking in with Needs Assessments.</p> <p>Our Adult Social Care Provider Delivery Unit will improve service user feedback mechanisms to inform service improvement.</p> <p>Our Housing and Social Inclusion Unit will improve the quality and quantity of electronically held profiling data in respect of service users</p> <p>Our Housing and Social Inclusion Unit will undertake a survey (STAR) of service users</p>	<p>We will develop a clear method for sharing data and analysis around equalities and disadvantaged groups in the city.</p> <p>Annual Dept of Health survey results will be reviewed to inform service improvement. New Service User questionnaires are being introduced to improve regular service-specific feedback.</p> <p>Increased data capture and recording via OHMS (Housing database)</p> <p>Undertaken with corporate support and using software from HouseMark (to allow</p>	<p>Data available and shared</p> <p>Quality Assurance systems</p> <p>Tailored and ad hoc report running</p> <p>This is a satisfaction survey of 25%</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Next survey scheduled</p>	<p>City-wide Data Group</p> <p>Adult Social Care Provider Delivery Unit</p> <p>Housing and Social Inclusion Delivery Unit</p> <p>Housing and Social Inclusion</p>	<p>Group members</p> <p>Karin Divall</p> <p>Diane Hughes</p> <p>Diane Hughes</p>

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	to determine satisfaction and allow benchmarking with other providers  Our Housing and Social Inclusion Unit will maintain a resident involvement database	for national benchmarking  This sets out details of residents of council managed homes and how they would wish to be engaged	of households Aim to repeat every 2 years  The database is updated as a result of tenancy visits and mail outs to residents	Nov '13  In place	Delivery Unit  Housing and Social Inclusion Delivery Unit	Becky Purnell
D3. We will collect, analyse and publish workforce data to meet our duties in the Equality Act 2010, and use the information to inform workforce policies and practices	In compliance with our legal duties we have published workforce diversity data on our website and will do so annually.  Workforce diversity data will also inform the development of the council's People Strategy and actions to implement this.	Done	The information is available on the council's website, Human Resources pages and linked to from the Equality pages.	Annually from Jan '12  Ongoing	Human Resources  Human Resources	Katie Ogden
D4. We will use internal and external communications to ensure that we raise awareness and share information on equality and inclusion issues with staff, service-users, communities, partners and others.	We will develop a wide-ranging campaign to advertise the Equality and Inclusion Policy and its related issues internally and externally, using a range of different media and formats.	Engaging with relevant stakeholders we will identify key messages and the most appropriate ways of conveying them, to raise awareness, confidence and skills among staff and other partners.	Materials and messages generated in the campaign and feedback from it.	From May '12	Communities and Equality Team and Communications Team	Sarah Tighe-Ford and John Shewell

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### E. Promoting equality and inclusion through our employment and procurement practices

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#### The Council's People Strategy will set out a number of actions around promoting equality and inclusion within our workplace (due April 2012).

69 E1. We will strengthen our employment monitoring and use it to continue to improve the diversity of our workforce at all levels to ensure that we reflect the communities we serve.	We will analyse workforce information by protected characteristic.	Develop use of HR systems (in conjunction with system providers) to improve quality and timeliness of workforce monitoring reports.	Reduction of 'unknowns'	Ongoing. Additional exercise completed by Oct '12	Human Resources	Charlotte Thomas
	We will publish workforce data by protected characteristic.	Review available data on community profiles and analyse how this relates to our workforce profile	Increase in workforce diversity	Ongoing. Targets reviewed from annual data / Census 2011 data		
	We will use this information to identify appropriate targets and areas for action.	The contractor, Mears, employs 7 female and 27 male apprentices who live	Staff survey results	Currently in place and	Housing and Social Inclusion	James Cryer (Mears) – Sam
	Our Housing and Social Inclusion Unit will continue to run a local apprenticeship		Aim to take on 20 apprentices			

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	scheme with partnering contractor	locally and were sourced via local open days and are employed on various trades relating to the repair of council managed homes	each year (200 over 10-year contract) through the recruitment process. A spreadsheet is maintained.	ongoing throughout the contract	Delivery Unit	Smith BHCC contact
<p>E2. The council will not tolerate bullying and harassment at any level of the organisation.</p> <p>We will develop a workplace environment where all staff feel they are treated with dignity and respect.</p>	<p>We will analyse data (including the staff survey) to identify perceptions and outcomes from formal procedures relating to dignity and respect.</p> <p>We will review our Dignity and Respect (D&amp;R) procedure for handling complaints.</p> <p>We will work with the minority workers' fora to help us achieve our objectives.</p> <p>Our Adult Social Care Provider Delivery Unit will set up a 'Staff Slice Group' to understand causes of bullying and harassment and improve dignity at work.</p>	<p>We will share data and findings with unions and staff fora and management teams.</p> <p>We will consult unions and staff fora on D&amp;R review.</p> <p>Establish a group of different levels of staff for feedback and actions to progress issues.</p>	<p>Establish mechanisms for monitoring effectiveness of the policy eg. feedback from Forums; OH referrals</p> <p>Monitoring of formal complaints</p> <p>Staff survey results</p> <p>Feedback and actions from group</p>	<p>Routinely through HR Equalities Group.</p> <p>Jan 2013 - Annually thereafter.</p> <p>Nov 2012</p> <p>From Jun '12 ongoing</p>	<p>Human Resources</p> <p>Adult Social Care Provider Delivery Unit</p>	<p>Charlotte Thomas</p> <p>Management Team</p>



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	Our Housing and Social Inclusion Unit will run safeguarding/mental capacity training for front line staff.	E-learning module and a day training course. 86 staff completed a 1 day course in Jun '12. Further courses to be commissioned to ensure new staff complete this essential training	E-learning to be completed by all tenancy management front line staff. Compulsory in induction for new staff. Face to face training	Completed May '12  In place From Apr '12.	Housing and Social Inclusion Delivery Unit	Helen O'Connell
E3 We will ensure that our pay and reward system is fair and transparent.	We will identify and resolve any potential pay issues post single status implementation.	Continue to ensure the grading of any post is determined by the job evaluation process.  Continue work to modernise the council's pay and reward arrangements.	Staff survey results  Grading Appeals	Completed	Human Resources	Charlotte Thomas
E4. We will adopt a Living Wage for our staff and lead by example to encourage other businesses within the city to pay their employees at a Living Wage level.	The Council adopted a Living Wage of £7.19 per hour with effect from September 2011. This applies to all employees and casual workers.	Done.	The level of this city's Living Wage will be monitored by the Independent 'Living Wage' Commission.	Completed	Human Resources	Charlotte Thomas
E5. We will continue to improve access for staff, including disabled staff, to our	We will ensure that all employment policy reviews involve consultation with trade unions and worker forums.	Ensure that access requirements are identified, at all stages, in the design of new and refurbishment of	Equality Impact Assessments	Ongoing	Human Resources	Charlotte Thomas

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buildings and through appropriate employment policies which are developed in consultation with disabled staff to ensure that needs are identified and met.	<p>We will continue work with Property &amp; Design to ensure access arrangements are suitable and sufficient.</p> <p>Housing and Social Inclusion Unit: The new Housing Centre at Moulsecoomb is fully DDA compliant.</p>	<p>existing establishments under the CDM regulations.</p> <p>Rolling programme of access works to public buildings with public access to ensure reasonable adjustments.</p> <p>Service managers identify and assess reasonable adjustments required for staff facilitated by Property &amp; Design and ICT. Working to British Standard BS8300: facilitating each request individually according to the needs of the employee.</p> <p>The building was completely refurbished allowing for the necessary adjustments to incorporated at the design stage.</p>	<p>Contractor monitoring group to monitor works</p> <p>Management and monitoring of works and annual target (in council performance plan) which for 12/13 is 85% accessible.</p> <p>Completed assessments &amp; responses.</p> <p>Service contract for lift and other equipment,</p> <p>Regular reviews of</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Housing Centre opened in 2011</p>	<p>Property and Design</p> <p>Facilitated by: Property and Design, ICT and Health &amp; Safety</p> <p>Housing and Social Inclusion Delivery Unit</p>	<p>Angela Dymott</p> <p>Service Managers</p> <p>Sam Smith</p>

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			building use  Induction will identify specific requirements for staff			
<p>E6. We will use learning and development to increase staff knowledge and skill to ensure they are confident to:</p> <ul style="list-style-type: none"> <li>• plan and deliver services fairly, equally and appropriately to all users;</li> <li>• consider and respond to the needs of all 'protected characteristic' groups; and</li> <li>• recognise the issues for people experiencing multiple disadvantage.</li> </ul>	<p>We will work with the feedback gathered through the People Strategy and 2011 Staff Survey, to introduce a behaviour and performance management framework that advocates the behaviour and skill we want colleagues to model.</p> <p>We will continue to ensure skills in working with diverse communities are embedded through-out all learning programmes.</p>	<p>Feeding from the People Strategy we will invite and work with colleagues across the organisation, e.g. via discussion groups, to produce a framework useful to BHCC.</p> <ul style="list-style-type: none"> <li>- Ensure 'working with diversity' is included as a requirement at the briefing and design stage of all learning programmes.</li> <li>- Work with HR and Dignity at Work Advisers to identify patterns of grievances and use information appropriately to build mock cases studies into learning programmes.</li> <li>- Facilitate quarterly sessions with Corporate L &amp; D learning providers to</li> </ul>	<p>To be confirmed as part of the design and consultation stage</p> <p>Learners' feedback, evaluation forms and annual evaluation report on corporate learning programme.</p>	<p>Dec '12</p> <p>Produced evaluation report for 2011/12 in May '12. 2012/13 work ongoing.</p> <p>Quarterly</p>	<p>Human Resources lead.</p> <p>Whole organisation to engage and deliver.</p>	<p>Charlotte Thomas on behalf of Corporate Management Team</p> <p>Charlotte Thomas</p>

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	Our Housing and Social Inclusion Unit will use qualification bursary schemes to help support staff in their role and career aspirations	<p>review and continuously improve service quality and use of equality/ diversity case studies in corporate learning programmes.</p> <p>- Applications will be considered on in June and December by the Learning &amp; Development Forum.</p> <p>Applications will be considered on in June and December by the Learning &amp; Development Forum.</p>	Line Manager and Qualifications Coordinator, Workforce Development Team	<p>Annually Jun and Dec</p> <p>In place</p>	Housing and Social Inclusion Unit. NB this is also available via other Units	Diane Hughes & Lindsay Cockram
E7. We will ensure that any organisations contracted by the council through the Procurement Team <b>or using their processes and documentation</b> meet our equality and inclusion objectives / requirements for both their workforce and their service users.	The Procurement Team will support and lead the adoption of 'Best Practice' Procurement across the organisation.	<p>- To consider the use of equality-related award criteria and equality-related contract conditions where they relate to the subject matter of the contract and are proportionate.</p> <p>- By providing training to Small and Medium Enterprises (SMEs), CVSF and Contract Officers</p> <p>- By communicating the Equalities and Diversity in Procurement Code of Practice and the</p>	Regularly review the number of SMEs and third sector organisations applying for contracts through the pre-qualification questionnaire and annual contractor equalities	Ongoing	Corporate Procurement Team – Finance Unit	Claire Jones

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	Review of the OH Service.	<p>Sustainability Policy and Supporting Toolkit</p> <ul style="list-style-type: none"> <li>- By ensuring that the Passport to Procurement e-learning module contains relevant and up to date information on Equalities and Diversity issues.</li> <li>- By providing relevant and up to date information at Contract Officers Forums</li> </ul> <p>Following the procurement of a new OH Provider, a continuous process of service improvement monitoring and planning from the service provider to ensure we are receiving value for money'</p>	<p>monitoring.</p> <p>Promote the contractor feedback form (on the council's website) and analyse responses.</p> <p>Contract monitoring meetings, Setting KPI's, Management Information Reporting, Consultation with relevant stakeholders, Recording processes for regular feedback from staff, Auditing</p>	Contract awarded on 1.4.12, service improvement meetings scheduled on a quarterly basis.	Human Resources	Charlotte Thomas

