## Race, Equality, Accessibility, Diversity and Inclusion (READI) - Service Evidence Capture Self-Assessment

Directorate : Adult Services						1				
Nominated Lead : REDACTED			Service Name/s :							
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How To Cuido										
How To Guide :	and the second	the second strength of								
-			o this database, through the Teams IDEA space.							
			e most relevant sections. Starting with the left hand col	umn "Developing" put in :						
		itive impacts and outcomes for diverse groups								
- then, identify areas of improvement, challenges and barriers to more inclusive service provision, workplaces and community cohesion										
	ank, if no evidence exists or state in progress	s, if this is planned								
<ul> <li>once complete, fill in the overall summa</li> </ul>	ry of performance, in each section									
Please contact REDACTED .gov.uk (El	DI and Race Relations Consultant) if you nee	d assistance and support.								
THEMATIC AREA 1 Understanding	and Working with your Communities									
THEMATIC AREA 1 - Understanding	and working with your communities	6								
Collecting and Sharing Information						1				
Developing		Achieving		Excellent						
1.1	Overall Summary	1.2	Overall Summary	1.3	Overall Summary					
	ASC collect certain protected characteristic									
	information on clients and carers and record this		Data is collated via the JSNA and other joint initiatives with							
	on LAS. The Service can report on this via Service Packs (i.e. ethnicity, or Autism for		Public Health and the CCG etc. Information is also available via the Local Account. The Health and Wellbeing Strategy							
	example). We record and publish performance		(H&WBB) also has key theme areas to share information							
	information around the numbers of clients with		Theme 1: Primary prevention to promote and protect the health							
	Learning Disabilities or Mental Health conditions		of the community and reduce health inequalities							
	that live in their own homes and those that are		Theme 2: Working together to identify those at risk and							
The organisation has gathered and published information and data on the profile of its	employed. We are beginning to consider Safeguarding against areas of deprivation. We	Relevant, proportionate and appropriate information	intervene early to improve outcomes and reduce demand on more expensive services later on	A comprehensive set of information about local communities/protected characteristics						
communities and the extent of inequality and	are able to share information with relevant	about the local communities and their protected	Theme 3: Provide the right health and social care/advice in the	needs and outcomes is regularly updated and						
disadvantage. Plans are in place to collect, share		characteristics is being gathered. Information is shared	right place at the right time	published and used to identify priorities for						
and use equality information with partners.	information going forward.	across the organisation and with partners	Theme 4: Quality of services and user experience	the local area						
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria					
	Within ASC there are recognised source of information available via POPPI and PANSI. In									
	addition we also benchmark certain performance		The service uses data to create a demand model to assess what							
	data with neighbouring and comparable		the future needs for service will be and population data is used	1						
The organisation is clear about what sources of	Boroughs. We also are able to access information	Information is disaggregated and analysed on the	to benchmark age profile and disability profiles or client groups.	The Council is working with partners to						
information (both local and national) are relevant	via the MASH from the Police and LAS etc albeit	basis of different communities, including those sharing	Commissioning review this data when setting up contracts and	continuously develop new and innovative						
and useful. Criteria	this information has to be requested. Key Evidence Against Criteria	protected characteristics. Criteria	reviewing provisions. Key Evidence Against Criteria	data sharing platforms. Criteria	Key Evidence Against Criteria					
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				1						
				1						
	ASC understands the national and local datasets. Information is also available via Public Health		Research is used to build the demand model for ASC albeit that	1						
	and NELFT partners. Commissioning works		this does not look at protected characteristics data other than age or disability. The Service access and contribute to the	The organisation has a sophisticated						
The organisation knows what information is	closely with providers and voluntary and		Council Data-warehouse used to gather local information. GAP -	understanding of the difference between the						
already being collected - internally and by its	community sector organisations to deliver		There is lots of information about the age and disability profiles	equality profile of their local area and how						
partners, including voluntary and community	services. Reablement Services collate	Quantitative and qualitative research methods are	of clients; however, more could be done to broaden this to	that translates to inequalities for different						
sector stakeholders?	information on behalf of the ASC	used to gather data and information.	include other protected characteristic areas	groups.	Key Fuidence Anninet Oritania					
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria					

			ASC benchmark against all of our statutory indicators both		
			nationally and locally. We also use data to inform the H&WBB	Changing needs are identified and prioritised	
	ASC share and publish information around key performance areas such as LD and MH in		and Local Account published by the Office of National Statistics include sex, age, life expectancy, and disability. GAP - could	across a wide range of services and outcomes by, for example, referring to the	
Some information and data has been gathered	employment and settled accommodation. We		further information be gathered regarding ethnicity or religion	Equality and Human Rights Commission's	
and published.	also produce a Local Account	National and regional data is used and analysed.	etc against life expectancy etc.	Equality Measurement Framework.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
1	Under the Better Care Fund work stream and H&WBB partners work toward improved Health				
	and Wellbeing outcomes; delivering sustainable				
	services and have a specific focus to ensure				
	organisations work collaboratively and maximise				
1	effective use of resources. To this end we are working with NELFT, the CCG and Health to				
	improve data sharing. Data sharing with partners				
	is complex. It is challenging due to data sharing				
	agreements with NHS and CCG. We use data based on the Primary Care Networks to design			Data is regularly updated and used to set priorities across the organisation and in	Information on some protected characteristics is
The organisation is working with its partners to		Information from ward councillors is gathered in a		different services, by geographical area and	available via the JSNA. The JSNA is regularly
ensure information is shared effectively.	staff to GP areas.	systematic way.		by protected characteristic.	updated.
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
	There remains duplication of information between		All ASC data is stored on LAS database. We are able to run		
	LBH and Health for example but this is because		reports from the system to analyse the data collected. Across		
Partners ensure efficient collection of data that	we utilised separate data systems to store the	Data is easily accessed, shared and used by	the Council we are using the Data Warehouse. Children's and	There is evidence of a continuous	
avoids duplication.	data.	departments across the organisation.	Adults Information is going into the DWH soon.	improvement of the quality of the data.	
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avoids duplication. Criteria	data. Key Evidence Against Criteria We are compliant with GDPR across the Service	departments across the organisation.	Adults Information is going into the DWH soon. Key Evidence Against Criteria Sharing agreements are in place for clients to sign so that we can share information with partners. We can have access to	improvement of the quality of the data. Criteria The organisation is working with partners to	Work is underway via the H&WBB to promote
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Developing		Achieving		Excellent			
2.1	Overall Summary	2.2	Overall Summary	2.3	Overall Summary		
Systems are being developed to analyse soft and hard data/intelligence about communities, their	We are able to use data about ASC clients. The Data Warehouse is also being developed to support in this area. We have local and national data available to benchmark and utilise	Information and data is disaggregated and analysed to support the assessment of local need, impacts of	Commissioning use local and national data and carry out impact assessments when designing and commissioning new services. The demand model, JSNA and H&WBB also support the	Up to date and comprehensive equality data is used regularly to plan and assess impacts			
needs and aspirations.	information for the JSNA.	changes to services and priorities.	consideration of local need.	of decisions.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		
sets of data being collected.	be contribution to the data it contains.	Data is used to inform the setting of relevant equality objectives, and these are regularly monitored.		The organisation and its partners are using data in the most innovative ways such as predictive analytics to target service interventions			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		
Information is collected by front-line staff or key decision makers and taken account of.	The data collated in LAS is used against specific performance indicators. More could be done to focus data collection around protected characteristic data to support our understanding of Service take up/	Data is used in service planning, commissioning and decision making.	In ASC LAS is the central data system and this data informs commissioning and Service modelling and priorities. Wider information is also used from JSNA and partners.	Data is being used to predict and measure demand for services	There is work underway to create a Demand Model via Power BI that takes information from LAS and ContrOCC systems as well as local data. This will mainly be around age profile and disability profile		
Criteria		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		
analysis and use of data and information	ASC are compliant with GDPR across the Service and the implications and responsibilities are widely understood	Data is continuously gathered and analysed.	Data is gathered daily from new ASC clients. It is analysed in relation to KPIs	there is evidence of gaps being narrowed.	We consistently review information against KPI: and benchmark Locally and Nationally to improve performance. Performance Packs and nationally published performance information is used. Ad hoc reports are also requested to look at trend data etc.		
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		
		Information is disaggregated in a meaningful way, by relevant protected characteristic and other factors (such as deprivation or rurality) and analysed on a regular basis. Information is used to identify and prioritise on the basis of need. Criteria	This is available to some extent via the JSNA and reviewed via the H&WBB <b>Key Evidence Against Criteria</b>	Performance is monitored against equality objectives and outcomes including procured and commissioned services, and with key partners and other stakeholders. Criteria	Key Evidence Against Criteria		
					,, ganot ontona		
		Information and data is used effectively as part of impact assessment/ risk assessment and giving due regard to the public sector equality duty.	Within Commissioning, data is used as part of impact assessments to design and commission new services and to develop existing services	Equality outcomes for commissioned and procured services are monitored and reported on.			

Effective Community Engagement								
Developing	eveloping Achieving Excellent							
3.1	Overall Summary	3.2	Overall Summary	3.3	Overall Summary			

	Work with Voluntary Group and Community				
	Sector Groups when commissioning services.				
	Work with provider organisations that provide				
	care such as reablement. Service users are able to provide feedback on reablement services. The				
	LD forum is Chaired by an independent member	Engagement mechanisms and structures are in place			
	of the LD community to gain feedback into the Services available. There is also a Prevention	to involve equality stakeholders and scrutinise service delivery, decision- making and progress. The		Formal and informal interactions takes place between the organisation and its diverse	
being developed throughout the organisation.	and Community Engagement Working Group as a			communities. Communities from across the	
There are opportunities for communities to be	subgroup of the Havering Safeguarding Board.	making decisions, including those with protected		protected groups are actively participating in	
involved in decision making.	There is also a Care Provider Forum.	characteristics.		and influencing decision making.	
<b>O</b>				a durate	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation has an engagement strategy. It				There are a range of innovative approaches	
is clear about different levels of engagement (i.e.	When changing services via Commissioning	People from protected groups are encouraged and		to involving communities and arrangements are made to meet specific or individual	
informing, consulting, participating, co- producing) and when these are appropriate.	When changing services via Commissioning there is engagement with effected clients.	People from protected groups are encouraged and enabled to participate in decision making.		needs.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
				Vulnerable people/ communities are	
	There are a user forums in place across ASC and			participating including the hardest to reach in	We engage with individuals with learning
Engagement structures are in place	Commissioning as mentioned above.	A range of engagement methodologies are used.	Key Fullence Angles ( Origin	the community.	disabilities via the LD forum.
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
				There is evidence that mainstream	
		Priorities have been changed as a result of		engagement mechanisms are increasingly	
There are opportunities for protected groups to	We engage with individuals with learning	engagement with a clear and demonstrable evidence basis.		involving previously under-represented	
be engaged with decision making.' Criteria	disabilities via the LD forum. Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	groups. Criteria	Key Evidence Against Criteria
			····; -································		····) =································
		The organisation and partners engage			
		collectively/share information and results of			
The organisation can evidence examples of		engagement activities to ensure that particular groups		Communities are encouraged or supported to	
these opportunities. Criteria	Key Evidence Against Criteria	are not being over consulted with. Criteria	Key Evidence Against Criteria	influence or make decisions. Criteria	Key Evidence Against Criteria
				Chaff and stallaholders are able to describe	
Shared engagement structures/mechanisms are		There is an increase in the involvement of		Staff and stakeholders are able to describe levels of influence within the community and	
in development with partners.		underrepresented groups.		changes made as a result.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		1			
There are some shared engagement activities		Engagement with the community and voluntary sector		Key decision makers are involved in the	
There are some shared engagement activities with partners.		Engagement with the community and voluntary sector and the wider community effectively inform decisions. Criteria	Key Evidence Against Criteria	Key decision makers are involved in the engagement process. Criteria	Key Evidence Against Criteria

	There are processes and plans throughout the organisation and with partners to increase stakeholder and voluntary and community sector involvement in		There is evidence of partnership arrangements leading to improved outcomes	
	informing prior		in participation.	
	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
	increase stakeholder and voluntary and community sector involvement in informing priorities.		Partners are open to challenge and constructive criticism.	
	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
	Feedback is given and people in the community are able to challenge and have their views taken account of		Where there is very limited or no actual representation within a local demographic, the ability to cater for difference is in evidence.	

loveloning	s	Achieving		Excellent	
Developing			0		A
4.1	Overall Summary	4.2	Overall Summary	4.3	Overall Summary
		The organisation and its partners have a strong			
		understanding of the quality of relations between			
Structures are in place within the organisation		different communities and collectively monitor		The organisation takes a sophisticated	
nd across partnerships to understand		relations and tensions. The organisation and its		approach to fostering good relations which	
community relationships and map community		partners are actively engaged in planning and		has resulted in measurable improvements in	
ensions.		delivering activities that foster good relations.		relationships between diverse communities	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
	There is a Community Multi Agency Risk				
	Assessment Conference and a Domestic Violence				
	Risk Assessment with partners such as the				
	Community Safety Team and Police where issues		There is an internal reporting system is staff experience this via		
There are joint partnerships responsible for		Harassment and hate crimes are monitored and		Information is available to show there has	
monitoring community tensions.		analysed regularly		been an improvement in community relations.	
Criteria		Criteria		Criteria	Key Evidence Against Criteria
				The organisation works with others to improve	· · · · ·
The Community Safety Strategy addresses the		Appropriate action is taken to address the issues that		performance on good relations between	
ssue of community cohesiveness		have been identified.		diverse communities.	
riteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
	.,				.,
				The Council's leaders maintain a high profile	
				on community relations. The Council makes	
Council leaflets/ posters/ communications/		Members play a role in monitoring community		use of Members' links with different	
events promote positive relations.		relations and reporting intelligence		communities depending on circumstances.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
			noy Endense Against Ontena		
				The Council plays a leading role in bringing	
		Data is available, and is it disaggregated to cover the		the partners and the community together if	
		protected characteristics.		there are serious incidents of hate crime.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		ontona	Noy Endence Against Ontena	There is obvious and demonstrable cross-	Ney Endence Against Gritella
		Data is regularly analysed and acted upon.		over between equality, diversity and community cohesion.	
		Criteria	Key Evidence Against Criteria	community conesion.	
			Ney Lyndende Against Griteria		
		Stakeholders and communities are involved in the			
		monitoring.			

Participation in public life								
Developing		Achieving		Excellent				
6.1	Overall Summary	6.2	Overall Summary	6.3	Overall Summary			
he organisation has a clear understanding of								
e level of participation in public life by different								
ommunities/protected characteristics. This can		Local people are encouraged to participate in public		There is an improvement in the participation				
clude involvement in local democracy and		life or in other activities where they are under-		rates of under-represented groups in public				
epresentation e.g. school governors, councillors,		represented. The Council uses a range of different		life. The organisation can demonstrate that				
board members of voluntary/statutory sector		methods and it is able to innovate and find new ways		people across a range of protected characteristics are able to influence decisions				
rganisations. Criteria	Key Evidence Against Criteria	to extend participation in certain communities.			Key Evidence Against Criteria			
nteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria			
		The organisation actively informs and involves local						
nformation/data is gathered about the extent of		people, including under- represented groups, in		There is evidence that improvements have				
nvolvement in public life		opportunities for public participation.		been achieved.				
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria			
		Outreach work or public campaigning has been undertaken to increase levels of participation by		More people from under-represented groups are participating across a wider range of				
		protected groups.		activities.				
		prototica groups.			Key Evidence Against Criteria			
				Decision makers are from a wider range of	noy Enablied Agailor Onteria			
				backgrounds.				

THEMATIC AREA 2 - Leadership and	Organisational Commitment				
Leadership					
Developing		Achieving		Excellent	
7.1	Overall Summary	7.2	Overall Summary	7.3	Overall Summary
The political and executive leadership have publically committed to reducing inequality, fostering good relations and challenging discrimination.		Political and executive leaders demonstrate personal knowledge and understanding of local communities and continue to show commitment to reducing inequality.		Leaders have gained a reputation within the community and with all of its partners for championing equality, balancing competing interests and fostering good relations.	
	Key Evidence Against Criteria				Key Evidence Against Criteria
Senior leaders in the organisation have stated their commitment to a diverse workforce and have made clear what is expected from staff when delivering services to the community		Senior leaders can demonstrate their commitment to equality in decision making and how this informs the way the organisation responds to challenges		The organisation is able to show that even when making difficult decisions it continues to demonstrate a clearly articulated and meaningful commitment to equality.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Leadership on equality is demonstrated in a way that is recognised and understood by the organisation and local communities.		Senior leaders demonstrate knowledge and commitment to equality issues. They 'walk the talk'		Senior leaders have and own clear knowledge of local equality priorities and how and why they are being addressed.	
	Key Evidence Against Criteria		Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Leaders have publicly committed to improving equality in their area.		There is evidence that equality considerations inform their decision making.		Senior leaders act as ambassadors for the equality agenda.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria

The organisation has established and publicised a strong business case for its equality work.		Senior leaders understand the value and impact good communications can have and ensure that publications, websites and other communications channels are as diverse as possible		Senior leaders personally challenge inequalities and drive an improvement agenda.	Kau Dalahara Analasi Olitasia
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation regularly communicates its commitment to promoting equality to staff and the community		The organisation promotes a positive narrative around equality and good relations across the whole community		Staff, the community or the voluntary and community sector can offer good examples of how effective communication and engagement with the Council has enabled the organisation to prevent or manage tensions between different equality groups.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There is evidence that publications reflect the organisation's commitment to equality and fostering good relations.		There are examples of where the organisation and its partners have had to take unpopular decisions but still managed to keep local communities on board.		The organisation plays a role in ensuring that all stakeholders collectively manage the conflicting needs of their communities.	
			Key Evidence Against Criteria		
		The organisation has taken steps to counter negative stereotypes or dispel myths.			

Priorities and Partnership Working					
Developing		Achieving		Excellent	
8.1	Overall Summary	8.2	Overall Summary	8.3	Overall Summary
Partnership working arrangements are being reviewed with the voluntary and community sector and the wider community to ensure that local equality priorities are addressed	Commissioning work with voluntary and community groups to inform decision making.	There is a coherent, shared vision of equality for the local area, with clear priorities which have been agreed and understood by all key stakeholders, including the voluntary and community sector.		The organisation can demonstrate success in working with partners in the public, private, community and voluntary sectors to address equality priorities, which are reviewed on a regular basis.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Corporate and partnership documents capture the commitment of the organisation and partners to equality.		There are shared equality priorities, objectives and outcomes for the local area which are understood and acted on at all levels within the organisation.		Staff, the community or the voluntary and community sector give good examples of improved outcomes/ reduced inequality/ improvements in health inequality.	This is achieved by staff in ASC that can demonstrate improved outcomes for clients via the Better Living model where individuals are encouraged to use community based resources to maintain their independence
	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Equality objectives are reflected in local strategic planning.		There is a clear shared vision for the area.		Review mechanisms are in place.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		The organisation and its partners monitor, review and evaluate performance against equality priorities, including inequality and health inequality.		There is evidence that cross-organisational learning is taking place.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		The results of these activities contribute directly to the development of the organisation's objectives.		The community and voluntary sector say that they are treated as equal partners by the Council.	

Assessing Equality Impact in Policy and Decision Making								
Developing		Achieving		Excellent				
9.1	Overall Summary	9.2	Overall Summary	9.3	Overall Summary			

	EQHIA are completed for all policies and				
	decisions at the beginning of the process, but			The organisation can demonstrate that	
	there is more room for follow up of this and these			improvements in equality outcomes are being	
Due regard is taken to the aims of the general		Equality analysis/ impact assessment is integrated		delivered as a result of effective equality	
equality duty when making decisions and when	decision consideration is given the equality	systematically into planning and decision making		analysis/ impact assessment, and that	
setting policies. Criteria	impacts of the decision for consideration Key Evidence Against Criteria	across the organisation. Criteria	Key Evidence Against Criteria	negative impacts have been mitigated. Criteria	Key Evidence Against Criteria
Sitteria	Rey Evidence Against Cinena	Cinteria		Cinteria	Rey Evidence Against Criteria
	ASC follow the Corporate Equality and Diversity			The organisation can demonstrate how	
The organisation has an agreed approach to	Team guidance on EQHIAs. The template	There is senior level commitment to using and	It is a Council requirement to complete an EQHIA on each	equality analysis/ impact assessment has	
				been used to identify needs and improve	
of policy and service decisions.	not a full EQHIA is required.	inform planning and decision making.	ensure our key policies have impact assessments	outcomes/ reduce inequality.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
				-	
				The organisation can provide evidence of	
	Equality and Diversity Team are available to			how or where equality analysis/ impact assessment has informed decision-making	
Training and support on equality analysis/ impact	provide training on EQHIAs. Fusion online	The organisation's assessments are accessible, robust		and led to different, tailored services that	
assessment is available.	course.	and meaningful.		have improved outcomes.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		There is evidence that Members routinely take account		The organisation captures information about	
Impact assessments take account of the views of		of equality analysis/ impact assessment when making	There is an Equalities Impact Section in each decision reported	what budget/service cuts mean to people's	
those affected by the policy or decision.	l	decisions.	to members that is considered as part of the paper presented	lives.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		
	ASC EQHIAs are approved by the relevant leads				
	of the related documents/service decisions and				
	where shared with the previous Equality and				
	Diversity Lead. However, they are not reviewed	Decisions around hudget outs and sourings have taken	This is linked to the budget potting and Medium Term Financial		
There is a process for ensuring that equality impact assessments are sufficiently robust.		Decisions around budget cuts and savings have taken	This is linked to the budget setting and Medium Term Financial		
mpast accounting are sufficiently robust.			Strategy process		
	are not challenged.	account of cumulative impact.	Strategy process Key Evidence Against Criteria		
			Strategy process Key Evidence Against Criteria		
		account of cumulative impact.			
		account of cumulative impact.			
		account of cumulative impact.			
		account of cumulative impact.			
		account of cumulative impact.			
		account of cumulative impact.	Key Evidence Against Criteria		
		account of cumulative impact.			
		account of cumulative impact. Criteria	Key Evidence Against Criteria		
		account of cumulative impact. Criteria The findings, recommendations and conclusions are	Key Evidence Against Criteria		
		account of cumulative impact. Criteria The findings, recommendations and conclusions are shared effectively to inform decisions and planning.	Key Evidence Against Criteria		
		account of cumulative impact. Criteria The findings, recommendations and conclusions are shared effectively to inform decisions and planning.	Key Evidence Against Criteria		
		account of cumulative impact. Criteria The findings, recommendations and conclusions are shared effectively to inform decisions and planning. Criteria	Key Evidence Against Criteria		
		account of cumulative impact. Criteria The findings, recommendations and conclusions are shared effectively to inform decisions and planning.	Key Evidence Against Criteria		

Equality Objectives and Annual Rep	orting				
Developing		Achieving		Excellent	
10.1	Overall Summary	10.2	Overall Summary	10.3	Overall Summary

	LBH still experiences challenges with staff	Constitution of management to an unlite action of the second			
Equality abjectives for the organization have		Specific and measurable equality objectives have			
Equality objectives for the organisation have been set and published in accordance with the		been integrated into organisational strategies and plans and action is being taken to achieve them.		The organisation can demonstrate a clear link	
requirements to support the public sector		Outcomes are measured and monitored regularly by		between meeting their equality objectives and	
Equality Duty.	part of the 1-2-1 and performance process	senior leaders.		positive outcomes for its communities.	
Criteria		Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria
				There is evidence that equality objectives	,
The specific duty to publish equality objectives		Equality objectives are integrated into organisational		have led to improved outcomes for people	
has been met.		strategies and plans.		with protected characteristics.	
Criteria		Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria
		There is evidence of a link between equality	The ICARE values are shared widely across the organisation		
Objectives are underpinned by robust equality		There is evidence of a link between equality objectives, business planning and performance	and are linked in Fusion to the 1-2-1 process and appraisal	Actions to achieve priority outcomes are	
analysis.		management.	process		Staff are supervised against the ICARE values
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria
	,		.,		
					Managers have a responsibility to challenge
Objectives are SMART(Specific, Measurable					behaviours that do not align with the ICARE
Realistic, Achievable and Timely).		Progress is regularly monitored and reviewed.		Steps are taken if deficiencies are identified.	values and standards
		Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria
		Members are kept informed of progress against		Stakeholders and staff are involved in the	
		equality objectives.		monitoring of objectives.	Kay Evidence Ansingt Criteria
					Key Evidence Against Criteria
				An Annual Equality report is published and	
				shared.	

Performance Monitoring and Scrutin	ıy				
Developing		Achieving		Excellent	
11.1	Overall Summary	11.2	Overall Summary	11.3	Overall Summary
Appropriate structures are in place to ensure delivery and review of equality objectives.		The setting and monitoring of equality objectives is subject to challenge, including through any organisational bodies or groups and the political Overview and Scrutiny process.		The organisation uses the scrutiny process as a driver for change. The organisation benchmarks its achievements against comparable others and shares its experience in developing good practice.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There is an appropriate and accountable leadership group/ board/ forum who have responsibility for the equality agenda.		The Overview and Scrutiny function is used to scrutinise and challenge equality analysis / impact assessment objective setting and monitoring.	The OSC review and discuss decisions and reports which include an equality impact analysis section.	The organisation assesses its performance and outcomes against comparable organisations.	Within ASC performance against KPIs is benchmarked Nationally and locally and with comparable authorities
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There are resources for supporting equality work.		The public are enabled to monitor progress Criteria	Key Evidence Against Criteria	Review mechanisms are in place. Criteria	Key Evidence Against Criteria
		Progress and responses are reported regularly to the leadership of the organisation.		Some outcomes and priorities have changed as a result of Scrutiny review. Criteria The organisation is approached on a regular basis to provide examples of, or showcase good practice.	The call in process has led to new considerations being made in relation to decisions Key Evidence Against Criteria

	ervices and Customer Care				
Commissioning and Procuring Serv	lces				
Developing		Achieving		Excellent	
12.1	Overall Summary	12.2	Overall Summary	12.3	Overall Summary
The organisation ensures that procurement and	The Council procurement process is compliant				
commissioning processes and practice take	and does take account of equality considerations.				
account of the diverse needs of clients, and that	The commissioning process focuses on the client	Mechanisms are in place to ensure that equality	As part of the legal presurement process equality information	The organisation can demonstrate that	
providers understand the requirements of the	group needs and gaps in service and impact	standards are embedded throughout the procurement	As part of the legal procurement process equality information must be considered during the tender process and inform	commissioned/ procured services are helping	
public sector Equality Duty.	analysis are carried out for key service changes.	cycle.	decision making around award.	it achieve its equality priorities.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Guidance is available for suppliers on the equality requirements for the procurement and commissioning process.	Key Evidence Against Criteria	The organisation considers how the public pound is spent in regards to local procurement and influence on the local economy. Criteria		There is evidence that contracts are being monitored using quantitative and qualitative analysis. The results are considered by both the supplier and client. Criteria	Contracts are monitored by commissioning. There is a Quality Team that reviews Care Homes where they may be concerns about the quality of care provided and improvement plar are implemented to ensure homes met standards. If standards are not met suspensio will be placed on homes for example Key Evidence Against Criteria
Cintella	I understand that contracts are compliance with	Specifications take account of the different needs of		Cinteria	Rey Evidence Against Citteria
There are standard equality clauses for	Equality Act and procurement and legal support to	users, for example through equality analysis/ impact	Commissioning carry out impact analysis and EQHIA when	There is evidence of providers meeting the	
contracts.	review this as required.	assessments.	redesigning services	organisations equality objectives.	
contracts.	Teview this as required.	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Cilleila	Rey Evidence Against Criteria	Citteria	Rey Evidence Against Criteria
		Monitoring requirements are built into contracts to ensure equality issues are addressed.	can review actual service delivered	Providers understand and can articulate a commitment to equality.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		The organisation has an established Social Value		L	
		Framework. The Social value of contracts is		The organisation achieves considerable social	
		measured.		value from Its contracts	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		The performance of sub- contracting arrangements is		Local procurement is positively influencing	Anecdotally it is considered that it is. The rate that are paid to homecare providers have bee among some of the best in the area and homecare providers employ individuals from local area. In addition the number of Persona Assistants available has created jobs for the
		measured.		the local economy	local area also.

Integration of equality objectives int	to service planning				
Developing		Achieving		Excellent	
13.1	Overall Summary	13.2	Overall Summary	13.3	Overall Summary
Structures are in place to ensure equality outcomes are integrated into business objectives.			commitment made in service planning to ensure that EQHIA are carried out and that staff are trained.	The organisation can demonstrate that improvements and equality outcomes are being delivered across the business.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Service plans are monitored regularly to ensure that equality objectives are being met.		Objectives address inequality and equality gaps.		Service Plans are designed and written with equality objectives in mind.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Equality analysis is fed into planning and assessment of service plans.			As part of the decision making process and procurement and	Business plans review past performance, demonstrate how past objectives have been achieved, review performance and set new objectives.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria

Customer care policies highlight the needs of protected groups.	are being addressed.	services are planned.	were involved in the redesign of the Avelon Road Day Centre. This could be developed and improved for all redesigns of services.	Gaps have been identified in terms of who may not be using the service and why. Action has been taken to change services in response. Criteria	Key Evidence Against Criteria
		Objectives have specific timescales.		There is evidence of improved or improving outcomes, disaggregated where appropriate to demonstrate the effects on different communities/ protected groups.	Rey Evidence Against Criteria
		Criteria			Key Evidence Against Criteria
		Resource implications have been properly assessed.		There is evidence that Services are being co- produced with service users.	
		Key decision makers demonstrate that they continuously monitor, review and evaluate performance for equality objectives.			
		Criteria	Key Evidence Against Criteria		
		Equality integrated into the performance management.			

Service Delivery					
Developing		Achieving		Excellent	
	Overall Summary		Overall Summary		Overall Summary
	There is specific feedback with specific group				
	such as Carers via the Carer Hub Carer Forum,				
	with clients with Learning Disabilities via the LD				
	Forum. When resigning Day Care Services there				
	was engagement with the users of the Service to				
	create opportunities for learning. ASC surveys		ASC assess service users as individuals and broker subsequent		
	are carried out for feedback annually across the		placements that meet the needs of individuals, so for example		
	service. Reablement clients are able to feedback		we consider religious beliefs when commissioning a spot	The organisation has systems in place to use	
	on the Service received to inform future planning.		placement for an individual with specific requirements such as	monitoring data and citizen feedback to	
The organisation has systems to collect, analyse	Safeguarding feedback forms are used at the end	There is evidence that services are meeting the needs	preparation of halal meals or Jewish focused Day Care	redesign or adapt services to ensure equity of	The reablement service collates feedback from
and measure how satisfied all sections of the	of investigations to inform success on achieving	of a diverse community, and that take up of services is	provision. However takes account only of individual needs and	access, and can demonstrate where this has	clients and this can be used to continuously
community are with services.	outcomes and the 'understandably' of the process	representative of the wider community.	not needs of community	been done.	improve the service
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There are mechanisms in place for service users	There is an LD Forum and a Carers Forum but			Services are co-produced with service users	
There are mechanisms in place for service users to be consulted about service development and		Service users are consulted effectively before services		Services are co-produced with service users wherever possible and service users are able	
to be consulted about service development and delivery.	consultation could be improved across the service and commissioning	are developed.		wherever possible and service users are able to influence changes.	
to be consulted about service development and	consultation could be improved across the service			wherever possible and service users are able	Key Evidence Against Criteria
to be consulted about service development and delivery.	consultation could be improved across the service and commissioning	are developed.		wherever possible and service users are able to influence changes.	Key Evidence Against Criteria
to be consulted about service development and delivery.	consultation could be improved across the service and commissioning	are developed.		wherever possible and service users are able to influence changes.	Key Evidence Against Criteria
to be consulted about service development and delivery.	consultation could be improved across the service and commissioning	are developed.	Key Evidence Against Criteria	wherever possible and service users are able to influence changes. Criteria	Key Evidence Against Criteria
to be consulted about service development and delivery. Criteria	consultation could be improved across the service and commissioning	are developed. Criteria	Key Evidence Against Criteria	wherever possible and service users are able to influence changes. Criteria	Key Evidence Against Criteria
to be consulted about service development and delivery. Criteria Social Value and Collaborative Principles are	consultation could be improved across the service and commissioning Key Evidence Against Criteria	are developed. Criteria Issues such as Social Prescription and Social Value	Key Evidence Against Criteria Commissioned Services Here to Help - home settle and support	wherever possible and service users are able to influence changes. Criteria Initiatives such as Community Asset Transfers and Community Right to Challenge	Key Evidence Against Criteria
to be consulted about service development and delivery. Criteria Social Value and Collaborative Principles are reflected in the organisations practical service	consultation could be improved across the service and commissioning Key Evidence Against Criteria	are developed. Criteria Issues such as Social Prescription and Social Value are used to measure outcomes which are not delivered	Key Evidence Against Criteria Commissioned Services Here to Help - home settle and support service. Focus on the Social Value of keeping people out of	wherever possible and service users are able to influence changes. Criteria Initiatives such as Community Asset Transfers and Community Right to Challenge are in evidence as delivered by local	Key Evidence Against Criteria
to be consulted about service development and delivery. Criteria Social Value and Collaborative Principles are reflected in the organisations practical service delivery.	consultation could be improved across the service and commissioning Key Evidence Against Criteria	are developed. Criteria Issues such as Social Prescription and Social Value are used to measure outcomes which are not delivered by the organisation.	Key Evidence Against Criteria Commissioned Services Here to Help - home settle and support service. Focus on the Social Value of keeping people out of hospital using local volunteers	wherever possible and service users are able to influence changes. Criteria Initiatives such as Community Asset Transfers and Community Right to Challenge are in evidence as delivered by local communities instead of the local authority.	
to be consulted about service development and delivery. Criteria Social Value and Collaborative Principles are reflected in the organisations practical service delivery. Criteria	consultation could be improved across the service and commissioning Key Evidence Against Criteria	are developed. Criteria Issues such as Social Prescription and Social Value are used to measure outcomes which are not delivered by the organisation. Criteria	Key Evidence Against Criteria Commissioned Services Here to Help - home settle and support service. Focus on the Social Value of keeping people out of	wherever possible and service users are able to influence changes. Criteria Initiatives such as Community Asset Transfers and Community Right to Challenge are in evidence as delivered by local communities instead of the local authority. Criteria	Key Evidence Against Criteria Key Evidence Against Criteria
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The organisation collects data about user satisfaction with its services. The mapping and satisfaction data collected is disaggregated by different equality groups or vulnerable communities.		Data about access to services and user satisfaction is used in equality analyses/ equality impacts assessment.		There are examples of how different customers' experiences are analysed and acted upon.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Complaints are disaggregated by protected groups. There are mechanisms in place to enable staff to introduce business improvements.		A scrutiny/ evaluation process of services is in place.	For some service especially at the design and implementation stage and during the redesign and recommission phase. Homecare Framework, reablement, block contracts, Day Care for example. These are scrutinised for value for money and suitability of services delivered	The organisation has taken steps to safeguard the human rights of individuals where these have been threatened.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		
when planning services and that customers and	Human Rights Assessments are carried out on relevant clients to ensure that ASC has considered specific issues as appropriate	Human Rights issues are understood and considered when delivering services to customers and clients.	Social Care staff across the organisation understand when HRA would need to be carried out particularly in clients that have No Recourse to Public Funds		
		Criteria	Key Evidence Against Criteria		
		Human Rights guidance is available for staff and decision makers have up to date knowledge.	There is a Human Rights Assessment that staff in ASC know when to use and there is legal advice available to staff when considering the outputs and impacts of these Assessments. Particularly around NRPF preventing a breach of human rights or EU treaty rights		

THEMATIC AREA 4 - Diverse and En	gaged Workforce				
Workforce Diversity					
Developing		Achieving		Excellent	
15.1	Overall Summary	15.2	Overall Summary	15.3	Overall Summary
1					
1					
1					
1					
1					
	Whilst some data available corporately via Fusion	The organisation can demonstrate movement towards		The organisation actively ensures that the	
1	it is acknowledged that it is not complete. A	greater diversity in its workforce profile compared with		profile of its workforce (including the profile of	
The organisation understands its local labour		previous years, including increasing the levels of		major providers of commissioned services)	
market, and has mechanisms in place to monitor	ASC. The Service has conducted Social Care	previously under-represented groups at all levels of		broadly reflects the community it serves /	
its workforce against protected characteristics.		the organisation.		local labour market.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
					ASC employs a number of Supported
					Employees to support people with significant
The organisation is clear about its local labour		Where there is evidence of disproportionality, action is		There are appropriate examples of positive	disabilities to secure and retain paid
market.		being taken to reverse the trends.		action to improve diversity.	employment
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
1				There is evidence that the workforce profile at	
It has begun to identify the steps it needs to take				all levels broadly matches the local labour	
to achieve a diverse workforce. These are		Succession plans and recruitment processes address		market/community profile. This is continually	
reflected in recruitment policies and procedures.		under-representation.		monitored.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
	Recent drive to improve this following Fusion				
	implementation. Staff have been asked to record				
	personal information around protected				
	characteristics but there is still reticence of some			There are reasonable explanations for gaps	
	staff to include this information. More work could			(e.g. the community profile is constantly	
The progress of protected groups through the	be done to reassure staff why this information is	Specific and measureable employment targets been		changing or largely retired population) and	
organisational hierarchy is monitored.	useful and what it will be used for	set to improve workforce diversity.		what the organisation is doing about it.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria

Equality mapping data is used as part of the analysis.		Unconscious Bias training has been available but is not taken	Policy around Flexible Working and this is considered for staff who make requests however it is not used to address under representation
Criteria	Key Evidence Against Criteria		
Recruitment and selection is monitored at all stages of the process by protected characteristics.			

Developing		Achieving		Excellent	
	Overall Summary		Overall Summary		Overall Summary
		1012	o roran ounnury	1010	
	There was/is a People Strategy with a focus on				
	diversity and inclusion. The strategy indicated				
	striving for an increase in diversity at senior level.				
	The ASC Workforce Development Strategy				
The organisation's workforce strategies and	considers minimal Workforce Demographics. This				
policies include equality considerations and	is being considered in the next revision by the	The equality objectives contained within workforce		Prioritised equality outcomes for the whole	
objectives.	Principal Social Worker.	strategies are implemented and monitored.		workforce are being achieved.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Vinteria	Rey Evidence Against Cilteria	Citteria	Rey Evidence Against Chiena	Cinteria	Rey Evidence Against Cinteria
				The organisation has an excellent set of	
		The organisation has a basic set of policies and		policies and procedures in place which are	
All employment policies and procedures comply		practices to enhance workforce equality and diversity		actively promoted to staff from all protected	
with equality legislation and employment codes		including reasonable adjustments, equal pay, flexible		groups and used by managers to promote	
of practice.		working and family friendly policies.	These are in place and available to all staff	equality.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation's workforce strategy identifies		The equality aspects of the organisation's workforce		Strategic, innovative and holistic approaches	
equality issues.		strategy are being implemented and tracked.		have been considered to improve outcomes.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
monitoring, staff consultation and the					
nonitoring, staff consultation and the		When necessary, changes have been made as a result		Staff are involved in developing and	
nonitoring, staff consultation and the ssessment of the local labour market and		When necessary, changes have been made as a result of equality analysis findings.		Staff are involved in developing and monitoring these policies.	
nonitoring, staff consultation and the issessment of the local labour market and arriers to employment.	Key Evidence Against Criteria		Key Evidence Against Criteria		Key Evidence Against Criteria
Targets and objectives are based on internal monitoring, staff consultation and the assessment of the local labour market and barriers to employment. Criteria	Key Evidence Against Criteria	of equality analysis findings.		monitoring these policies.	Key Evidence Against Criteria
nonitoring, staff consultation and the assessment of the local labour market and parriers to employment. Criteria	Key Evidence Against Criteria	of equality analysis findings.		monitoring these policies.	Key Evidence Against Criteria
nonitoring, staff consultation and the assessment of the local labour market and parriers to employment. Criteria New/changing employment policies and	Key Evidence Against Criteria	of equality analysis findings. Criteria		monitoring these policies. Criteria Positive and tangible outcomes have been	Key Evidence Against Criteria
nonitoring, staff consultation and the assessment of the local labour market and parriers to employment. Criteria New/changing employment policies and procedures are assessed for their impact on	Key Evidence Against Criteria	of equality analysis findings. Criteria Managers apply policies and practices across the		monitoring these policies. Criteria Positive and tangible outcomes have been delivered as a result of the implementation of	Key Evidence Against Criteria
nonitoring, staff consultation and the assessment of the local labour market and parriers to employment. Criteria New/changing employment policies and procedures are assessed for their impact on people with protected characteristics.		of equality analysis findings. Criteria Managers apply policies and practices across the authority in a consistent manner for all staff.	Key Evidence Against Criteria	monitoring these policies. Criteria Positive and tangible outcomes have been delivered as a result of the implementation of a wide range of policies and practices.	
nonitoring, staff consultation and the assessment of the local labour market and parriers to employment. Criteria New/changing employment policies and procedures are assessed for their impact on people with protected characteristics.	Key Evidence Against Criteria Key Evidence Against Criteria	of equality analysis findings. Criteria Managers apply policies and practices across the		monitoring these policies. Criteria Positive and tangible outcomes have been delivered as a result of the implementation of	Key Evidence Against Criteria Key Evidence Against Criteria
nonitoring, staff consultation and the assessment of the local labour market and arrifers to employment. <b>Criteria</b> New/changing employment policies and procedures are assessed for their impact on people with protected characteristics.		of equality analysis findings. Criteria Managers apply policies and practices across the authority in a consistent manner for all staff.	Key Evidence Against Criteria	monitoring these policies. Criteria Positive and tangible outcomes have been delivered as a result of the implementation of a wide range of policies and practices.	
nonitoring, staff consultation and the assessment of the local labour market and arrifers to employment. <b>Criteria</b> New/changing employment policies and procedures are assessed for their impact on people with protected characteristics.		of equality analysis findings. Criteria Managers apply policies and practices across the authority in a consistent manner for all staff.	Key Evidence Against Criteria	monitoring these policies. Criteria Positive and tangible outcomes have been delivered as a result of the implementation of a wide range of policies and practices.	
nonitoring, staff consultation and the assessment of the local labour market and arrifers to employment. <b>Criteria</b> New/changing employment policies and procedures are assessed for their impact on people with protected characteristics.		of equality analysis findings. Criteria Managers apply policies and practices across the authority in a consistent manner for all staff.	Key Evidence Against Criteria	monitoring these policies. Criteria Positive and tangible outcomes have been delivered as a result of the implementation of a wide range of policies and practices.	
nonitoring, staff consultation and the issessment of the local labour market and arriters to employment. <b>Criteria</b> New/Changing employment policies and vocedures are assessed for their impact on exople with protected characteristics.		of equality analysis findings. Criteria Managers apply policies and practices across the authority in a consistent manner for all staff.	Key Evidence Against Criteria	monitoring these policies. Criteria Positive and tangible outcomes have been delivered as a result of the implementation of a wide range of policies and practices.	
nonitoring, staff consultation and the assessment of the local labour market and arrifers to employment. <b>Criteria</b> New/changing employment policies and procedures are assessed for their impact on people with protected characteristics.	Key Evidence Against Criteria ASC Policies- a centralised system is used to	of equality analysis findings. Criteria Managers apply policies and practices across the authority in a consistent manner for all staff. Criteria Staff are engaged positively in employment and	Key Evidence Against Criteria	monitoring these policies. Criteria Positive and tangible outcomes have been delivered as a result of the implementation of a wide range of policies and practices.	
monitoring, staff consultation and the assessment of the local labour market and parriers to employment. Criteria New/changing employment policies and procedures are assessed for their impact on people with protected characteristics. Criteria	Key Evidence Against Criteria ASC Policies- a centralised system is used to monitor, record and update the status of such	of equality analysis findings. Criteria Managers apply policies and practices across the authority in a consistent manner for all staff. Criteria Staff are engaged positively in employment and service transformation and in developing new roles	Key Evidence Against Criteria	monitoring these policies. Criteria Positive and tangible outcomes have been delivered as a result of the implementation of a wide range of policies and practices.	
nonitoring, staff consultation and the issessment of the local labour market and arriters to employment. <b>Criteria</b> New/Changing employment policies and vocedures are assessed for their impact on exople with protected characteristics.	Key Evidence Against Criteria ASC Policies- a centralised system is used to	of equality analysis findings. Criteria Managers apply policies and practices across the authority in a consistent manner for all staff. Criteria Staff are engaged positively in employment and	Key Evidence Against Criteria	monitoring these policies. Criteria Positive and tangible outcomes have been delivered as a result of the implementation of a wide range of policies and practices.	

	ASC and The Heyering Social Care Training				
	ASC and The Havering Social Care Training Academy complete the ASC Workforce Data Set				
The council is using its workforce data to develop					
training and development strategies that can	Social Care. Training needs analysis is carried	The training and development offer supports a wider		Outcomes are communicated to staff with	
support a wider equalities agenda for employees. Criteria		equalities agenda for the organisation. Criteria		protected characteristics. Criteria	Key Evidence Against Criteria
Citteria	Rey Evidence Against Chiena	Citteria	Rey Evidence Against Criteria	Ciliteria	Rey Evidence Against Criteria
		Training courses and development interventions are			
		meeting the needs of different groups, and are making		The organisation has high satisfaction levels	
A range of inclusive structures are in place to		a difference in getting underrepresented groups of		across all staff groups in respect of staff	
engage and involve staff.	Bi Monthly Newsletters	staff up the leadership ladder.		engagement.	
				Criteria	Key Evidence Against Criteria
				Training and development strategies are	
				proven to be making a significant difference to the wider equality agenda for employees	
				and for workforce diversity.	

Collecting, Analysing and Publishing	g Workforce Data				
Developing		Achieving		Excellent	
17.1	Overall Summary	17.2	Overall Summary	17.3	Overall Summary
Systems are in place to collect and analyse employment data across a range of practices (recruitment, training, leavers, grievance and disciplinaries etc).	The information is corporately available however the data in Fusion in lacking particularly around protected characteristics. In ASC we are encouraging staff to complete their personal information	The organisation regularly monitors, analyses and publishes employment data in accordance with its statutory duties.	Vau Evidanaa Anainat Gilaria	management practice.	Employment data is known to be lacking around protected characteristics
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation reports annually on its Gender Pay Gap.	Pay Gap Analysis Publication Date: 31st March 2020	Data on applicants, people shortlisted and the composition of the workforce is systematically collected. This can be disaggregated by the protected characteristics.		Workforce data includes a wide range of information and protected characteristic profiles including pay levels, training opportunities, appraisal ratings.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
	this information however some staff are reticent to do so	is addressing any race pay gap.	staff in lower paid positions, Race Pay Gap is not reported on	The organisation considers pay gaps across other areas of inequality such as religion and belief/ race- ethnicity/ age, disability etc.	No
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
from recruitment decisions and held securely.	Diversity monitoring information is not available to recruiting managers	There is evidence that workforce data is analysed and reported to senior leaders regularly.	reported on	The organisation understand the effects of employment policy and practice on its workforce.	Ven Drideens Ansient Criteria
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
GDPR processes are in place and regulations are being met.		Workforce information is published to cover basic legal requirements and includes analysis of pay/job evaluation outcomes.		The organisation has sufficient information about staff to inform robust equality analysis.	

Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There is evidence that the organisation is actively			
working on reducing its Gender Pay Gap.		The workforce profile is updated regularly.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Action has been taken as a result of monitoring, trends			
are being identified and used to help establish objectives.		Data is looked at organisationally and service by service.	
objectives.			Key Evidence Against Criteria
		enteria -	noy Endence Againet entena
		It is possible to analyse data by all the	
		protected characteristics.	No

Learning and Development					
Developing		Achieving		Excellent	
18.1	Overall Summary	18.2	Overall Summary	18.3	Overall Summary
he organisation carries out regular assessments				Decision makers understand the importance	
	Managers are required to ensure staff attend			of equality when making decisions and in how	
eeds required to ensure its councillors and	mandatory Equality & Diversity Training, and	The organisation provides a range of accessible		they use resources. Services are provided by	
fficers are equipped to understand their equality				knowledgeable and well-trained staff who are	
luties and take action to deliver equality	GAP - the HSCA want to develop this across			equipped to meet the diverse needs of local	
putcomes.	social care training and learning.	objectives and outcomes.		communities.	
Criteria	Key Evidence Against Criteria	Criteria		Criteria	Key Evidence Against Criteria
				Managers and staff are accountable for	
In assessment has been made as to what				ensuring equality outcomes. They can give	
equality-related training, learning or development		Equality and diversity forms part of the training and		examples of improved equality outcomes they	
s required.		development for key decision makers.		have contributed to.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Appropriate behavioural competencies have been identified for the workforce.	Corporate Competency Framework and ICARE values.	There is evidence that equality issues are mainstreamed into all training (e.g. training on customer care.		Good performance is recognised in the appraisal process and more generally.	PRP, Havering Heroes, DoingMyBit, STAR Awards, PDRs, Regular Supervisions.
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
nduction training for new Members includes		Different methods are used to promote learning to a		Staff feel their skills have improved and that	
equality and all Members are offered Equality	Induction includes mandatory Equality and	wide audience (e.g. standard courses, coaching,		they are able to relate effectively with a range	
	Diversity Training.	mentoring).		of clients.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Appraisal processes ensure staff and managers	ICARE values but not specifically down to				
are aware of their equality-related responsibilities		Management and individual appraisals include specific		Staff can answer questions about the	
and accountabilities.	accountabilities.	equality objectives for the service area.		council's equality priorities.	Staff could talk to the ICARE values
				Criteria	Key Evidence Against Criteria
				Feedback from service users in protected	,
				groups is positive about the skills of staff in	
				dealing with their issues.	
				dealing with their issues.	l

Health and Wellbeing								
Developing		Achieving		Excellent				
19.1	Overall Summary	19.2	Overall Summary	19.3	Overall Summary			
	During COVID this area has been addressed and							
	improved with a variety of resources being made				Within ASC health and wellbeing is regularly			
The organisation has begun to consider how it	available and widely publicised. REDACTED and			There is a positive health and wellbeing	discussed and talked about and the variety of			
		The organisation promotes the health and well-being		culture throughout all levels and areas of the				
wellbeing issues.	offer	of staff in its workforce and other policies.		service.	briefing and newsletter.			

Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
he organisation uses workforce data and other					
nformation from staff to determine what its nealth and wellbeing priorities are.	Regular Wellbeing Discussions and at monthly 1- 2-1s.	There is a coherent Health and Wellbeing Strategy that addresses a range of related issues.	The Havering Joint Health and Wellbeing Strategy 19/20 – 22/23	Approaches to health and wellbeing are	For staff especially during COVID with a wide range of resource to support staff at home
Criteria	Z-1S. Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	innovative. Criteria	Key Evidence Against Criteria
, nona	noy Endonce Agamet enterna	entona	The second states and the second	oniona	
			Remote working has drastically changed the working		
			environment during COVID and the Council is currently		
The organisation has assessed all aspects of the	Assessments, DSE Assessments, Workplace	Improvements have been made to the working	planning to review all working environments. At home DSE assessments and occupational health assessments are	.The organisation has adopted the Social	
all its employees are met.	Stress at Work Assessments.	environment.	available to support staff with their working environment	model of disability	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
	Team Meetings, ASC Briefings, CEO Briefings, 1-			<b>T</b> he set has a stand of the set	
A range of inclusive mechanisms are in place to	2-1s, Global News, ASC Newsletters, webpages, webinars, Zoom meetings for meditation, online	Staff are engaged positively in employment and service transformation and in developing new roles		There have been significant outcomes in the health and wellbeing of all staff including	
engage and involve staff.	exercise courses	and ways of working.		those with protected characteristics.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
	Grievance Policy, systemic mediation. HR				
	support to managers dealing with issues or staff			There are high satisfaction levels with the	
Policies and systems are in place to identify, prevent and deal effectively with harassment and	experiencing harassment or bullying. Trade Union support available to TU members to provide	Reasonable Adjustments are provided in a timely	On an individual basis reasonable adjustments are made for	working environment across all staff groups particularly those with protected	
bullying at work.	advice and guidance and support	fashion consistently across the organisation.	on an individual basis reasonable adjustments are made for staff	characteristics.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The same deather has a shirt for Descended				The second start of the black and the start of the start	
The organisation has a policy for Reasonable Adjustments for staff and Members and	Policy in place, not sure managers are trained to implement it. But HR advice available for	Occupational health works closely with HR to identify		The organisation has high satisfaction levels across all staff groups in respect of staff	
nanagers are trained to implement it.	complex issues	and address absence trends.		engagement.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
;					
		Manager basis and the later of the state		Linear and and built in a stread in the West	
	Yes and regularly used by the service to support	Managers have received training on mental health awareness and say they are equipped to address staff		Harassment and bullying at work is dealt with effectively and staff say that they are treated	
Occupational health services are provided.	staff	issues.		with dignity and respect.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		
	The second s				
	Trained Mental Health First Aid Advisors, EAP				
The organisation has started to address mental	Telephone Counselling, Stress at Work Assessments, OH Referral Service. Mediation	Harassment and bullying incidents are monitored and			
health issues in the workplace	and breathing space time set.	analysed regularly.			
		Criteria	Key Evidence Against Criteria		
		Citteria			
		Gillena			
		Appropriate action is taken to address the issues that			

Race Equality - please relate this criteria to your local workplace, service provision and commu Key Considerations to Test During Self-Assessment, Review and Ongoing Strategy Developme Please indicate local performance, from a race equality, diversity and inclusion perspective.							
Developing	Achieving		Excellent				
20.1 Overall Summary							

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The organisation has begun to consider how it					There is a positive and inclusive race equality
can address the key employee race equality,		Chief Executive and Leader taking active steps to	The organisation promotes and practices race equality in its		culture and performance throughout all levels
issues, concerns and barriers.	engage with staff and forums		workforce and other policies.		and areas of the service.
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
		All secondments are advertised via Fusion following			
		the policy and HR ensure the system is updated at			Would be beneficial to see service recruitment measured against protected
		every stage i.e. advertising, shortlisting matrix,			characteristics. Anecdotally, there appears to be less BAME or disabled individuals (for
	Are they transmist fair advertised area and	interview notes etc. But there are no reviews or spot checks to establish if practice have been merit based			example) at more senior levels? Are staff from protected groups not applying for these
Secondments	Are they transparent, fair, advertised, open and merit based?	or fair			roles and if so why not, or are they not successful? Data on the characteristics of tier 4 - 0 management would be needed.
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
		System in ASC for ASYE to fully qualified social			
		workers with career grade progression linked to			
	Is everyone recognized fairly and consistently? Is there unfairness in pay and performance (eg	performance and achievement. Principal Social Worker monitors performance against AYSE social			Work needed to assess if there is an ethnic pay gap and what that means. Information is not available around performance ratings linked to staff ethnicity or other protected
		workers progressing. All other staff on LBH Terms and			characteristics. Would also be useful to have this type of information for dismissals and
Recognition, pay and reward	there an ethnicity pay gap?	Conditions and HR policies around Pay Progression.			performance management cases.
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
	Is flexible working / work life balance equally				
	offered? are reasonable adjustments consistent	Social Care front line staff do not have access to flexi			
Policies and Best Practice	and meet individual needs? Are all policies and processes free from discrimination and bias?	leave, but the remainder of the flexible working policies should be followed across the whole service			Linked protected characteristic data would be needed to establish if these policies are fair and open to all. Currently not enough personal data in Fusion
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
		Hiring rates of BAME individuals in ASC would likely			
		be higher that the general Havering population, but			
	Is the process equitable and fair? Are there equal internal progression opportunities? Is there bias in				A construction of the second
	recruitment practices? Do applicant and hiring	protected characteristic would likely not reflect local			Anecdotally it has been suggested that bias occurs in some recruitment practices. The senior levels of the organisation are not a very diverse representation hence why these
Recruitment	rates reflect local communities?	communities.			views may be held
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
	Is there a culture of mentoring and coaching,				
	accessible and available to all? Are there reverse				
		Mentoring can be made available to staff via the			
Mentoring and Coaching	get development with their line managers? Are there role models?	Havering Social Care Academy and the Principal Social Worker has actively supported opportunities.			
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
	oniona zoconprion	noy Endonce Agamer Derenoping		noy Enconco Agamot Exconom	ouninary Against onena and Fotentiar Next Oteps
	Do BAME staff have long length of service, poor				
	progression, unable to showcase / demonstrate				Information is not readily available presented or analysed, so this cannot be understood.
	progression, unable to showcase / demonstrate ability and are there unequal access to				As mentioned before it would appear potentially as if there are not equal access to
Progression	progression, unable to showcase / demonstrate				
Progression Criteria	progression, unable to showcase / demonstrate ability and are there unequal access to opportunities. Is there recruitment bias in	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	As mentioned before it would appear potentially as if there are not equal access to opportunities or that individuals with protected characteristics are not applying for
	progression, unable to showcase / demonstrate ability and are there unequal access to opportunities. Is there recruitment bias in progression? Are internal pipelines understood?	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	As mentioned before it would appear potentially as if there are not equal access to opportunities or that individuals with protected characteristics are not applying for progressive roles.
	progression, unable to showcase / demonstrate ability and are there unequal access to opportunities. Is there recruitment bias in progression? Are internal pipelines understood? Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	As mentioned before it would appear potentially as if there are not equal access to opportunities or that individuals with protected characteristics are not applying for progressive roles.
	progression, unable to showcase / demonstrate ability and are there unequal access to opportunities. Is there recruitment bias in progression? Are internal pipelines understood? Criteria Description Is there a poor employee experience and what	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	As mentioned before it would appear potentially as if there are not equal access to opportunities or that individuals with protected characteristics are not applying for progressive roles. Summary Against Criteria and Potential Next Steps
	progression, unable to showcase / demonstrate ability and are there unequal access to opportunities. Is there recruitment bias in progression? Are internal pipelines understood? Criteria Description		Key Evidence Against Achieving	Key Evidence Against Excellent	As mentioned before it would appear potentially as if there are not equal access to opportunities or that individuals with protected characteristics are not applying for progressive roles. Summary Against Criteria and Potential Next Steps Employee experience not understood. Some staff do not want to undertake exit
	progression, unable to showcase / demonstrate ability and are there unequal access to opportunities. Is there recruitment bias in progression? Are internal pipelines understood? Criteria Description Is there a poor employee experience and what		Key Evidence Against Achieving	Key Evidence Against Excellent	As mentioned before it would appear potentially as if there are not equal access to opportunities or that individuals with protected characteristics are not applying for progressive roles. Summary Against Criteria and Potential Next Steps
Criteria	progression, unable to showcase / demonstrate ability and are there unequal access to opportunities. Is there recruitment bias in progression? Are internal pipelines understood? Criteria Description Is there a poor employee experience and what does it look and sound like? Is there poor behaviours, internally and externally and ways to call these out, tackle and resolve these? Is there high BAME turnover re joiners and leavers? Are		Key Evidence Against Achieving	Key Evidence Against Excellent	As mentioned before it would appear potentially as if there are not equal access to opportunities or that individuals with protected characteristics are not applying for progressive roles. Summary Against Criteria and Potential Next Steps Employee experience not understood. Some staff do not want to undertake exit interviews. Not representative at all grades. Information not available or analysed re BAME turnover. More could always be done to deal with individual prejudice/unconscious bias. This training should be mandatory in addition to E&D
	progression, unable to showcase / demonstrate ability and are there unequal access to opportunities. Is there recruitment bias in progression? Are internal pipelines understood? Criteria Description Is there a poor employee experience and what does it look and sound like? Is there poor behaviours, internally and externally and ways to call these out, tackle and resolve these? Is there			Key Evidence Against Excellent	As mentioned before it would appear potentially as if there are not equal access to opportunities or that individuals with protected characteristics are not applying for progressive roles.  Summary Against Criteria and Potential Next Steps  Employee experience not understood. Some staff do not want to undertake exit interviews. Not representative at all grades. Information not available or analysed re BAME turnover. More could always be done to deal with individual

	impacts on BAME staff. Are BAME staff given unfavourable work allocation, shift patterns,	risky front line work due to the disproportionate COVID outcomes for BAME. This is anecdotal and not			
	Are all processes, procedures and practices consistent, of high quality with no adverse	Assessments during COVID potentially has meant that BAME staff may be more protected against potentially			
	Are all processes, procedures and practices	hazardous work. The use of Individual Risk			
		BAME. This relies on local knowledge. There is no evidence that BAME staff are undertaking more			
		BAME staff. However this is not monitored in a focused way i.e. we do not record if a staff member is			
		team allocations that there are any adverse impacts on			
		There is no evidence through team performance packs (reporting ceased during COVID) or when reviewing of			
		no, Entende Agunat Developing	ney Enconce Against Admething		ouninary Against Ontena and Fotential Next Steps
ine Management relationship and practice criteria	help you to resolve them? Criteria Description	HR can support individuals Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
	out poor behaviours to line managers, who will	across the Service in recent years. Trade Unions and			
	wellbeing support, respect, development opportunities and line management? Can you call	to address unsatisfactory behaviours and relationships as a number of mediation opportunity have occurred			
		COVID. There is informal evidence that staff are able			
		wellbeing support available to staff particularly during			
		Across ASC there is a good understanding of the			
riteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
erformance	performance ratings for BAME staff? Are there less exceeded target ratings for BAME staff?	reviews of case work allocation does not show difference in work allocation.			Would be useful to have data to show if there are less exceeded target ratings for BAME staff?
	performance reviews, workplace allocation and	Not monitored within ASC widely. However ad hoc			
	Are there disparities in objective setting,				
riteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Culture	what are they ?				This question would need to be raised to individuals via an anonymous survey.
	Staff? Is there an inclusive culture and behaviours? Are there excluding behaviours and				
	Is there low confidence, self-esteem for BAME				
	Are there in-groups, out-groups, favoritism, bias?				
riteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
mployee Voice and Speaking Out	there unintended consequences for the victim? Is there a culture of under reporting.	management best efforts to increase reporting.			customers. Maybe case studies of how LBH have dealt with abusive individuals we encourage staff further,
	customers Will these be taken seriously. Are	it is not fully understood why so few incidents are formally reported via AIR forms to H&S despite			against abusive customers is not advertised what happens with repeated offending
	behaviours, decisions, pay and reward, abusive	have made clear a zero tolerance policy on abuse, but			It is not yet understood if BAME staff do feel able and 'safe' to speak out. Some of may be gleaned from the response to the Wellbeing Survey. Outcomes of actions to the staff of the st
	Are BAME staff able to speak out, report and surface any workplace issues, in relation to	In terms of abusive customers ASC and the Council			It is not used updated of DAME staff do feel able and lasfal to search and Compared
intena	Citiena Description	Rey Evidence Against Developing	Rey Evidence Against Achieving	Rey Lvidence Against Excenent	
mployee Network Groups	needs. Criteria Description	Forums has only relatively recently been revitalised. Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
	employee voice to help inform organisational				
	communications plan and act as a constructive and focused forum, providing insight and				
	they have an evidenced work plan, a				
	clear governance structure and pathways? Do				
	terms of reference, standard operating procedures, senior sponsors, committees and a				
	Are there effective Network Groups, with clear				

	Are there any disparities in HR cases brought				
	forward by BAME staff? Are there disparities in				
	outcomes? Are there disparities in BAME				
	employees experiencing disciplinary procedures				
	and disproportionate outcomes / sanctions? Is				
	there a healthy Employee Relations culture				Should LBH develop equality champions across all services in LBH similar to mental
	between the TUs and organisation on Race				health first aiders. Could training such as anti racism be provided to these individuals so
	Equality? How satisfied are BAME staff with the				that they are in a strong position to support staff who experience racism or abuse etc or
	outcomes of formal / informal complaints and				even if they want to discuss feelings of 'in groups' etc.
	concerns? Are BAME staff confident about				
	speaking up on issues pertaining to race and				Could be a referral/advocate/advice service for staff who experience issues such as
	racism (whether about the workplace, service				racism or other prejudiced behaviours to go to in confidence for advice? In a similar way
Employee Relations	delivery or societal)?				to how staff can approach EAP.
			Maria Padalana ang kandung Andria dan s		
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
	Is there consistent and fair opportunities to				
		The first sector is a sector for the sector sector of the			
	learning and development opportunities for non-	Training is available to permanent staff based on job			
	mandatory courses, local opportunities,	type. Protected characteristics are not measured as an			
	shadowing, projects, daily tasks? Are	uptake/feedback area by the Havering Social Care			
	development plans supportively discussed and	Academy, but there is not evidence to suggested that			
Development opportunities	recorded during performance reviews?	BAME staff are unable to access training.			
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Cinteria	Cinteria Description	Rey Evidence Against Developing	Rey Evidence Against Achieving	Rey Evidence Against Excellent	Summary Against Citteria and Fotential Next Steps
	Is there an effective work practice of timely and				
	meaningful Equality and Health Impact				
	Assessments and do they fully consider, consult				
	and improve outcomes for BAME employees,				
	service users and communities. Are managers	Key policies now have EQHIA, we do have Managers			
	skilled in delivering these and leaders skilled in	in the service that are more experienced at completing			
	reviewing these? Is the political leadership skilled	these and support other managers across the service,			
	and adept at understanding EDI implications and	but there is room for improvement especially around			
Impact Assessments	and adept at understanding EDI implications and mitigation decisions?	but there is room for improvement especially around review and understanding impacts			
	mitigation decisions?	review and understanding impacts	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Impact Assessments Criteria	mitigation decisions?		Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
	mitigation decisions?	review and understanding impacts	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
	mitigation decisions? Criteria Description	review and understanding impacts	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
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	mitigation decisions? Criteria Description	review and understanding impacts	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
	mitigation decisions? Criteria Description Is there clear Governance structures, EDI sponsors and local leads and measures? How do	review and understanding impacts	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
	mitigation decisions? Criteria Description Is there clear Governance structures, EDI sponsors and local leads and measures? How do we actively monitor need, progress and impact?	review and understanding impacts	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
	mitigation decisions? Criteria Description Is there clear Governance structures, EDI sponsors and local leads and measures? How do we actively monitor need, progress and impact? Are we aware of our drivers (internal, external,	review and understanding impacts	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
	mitigation decisions? Criteria Description Is there clear Governance structures, EDI sponsors and local leads and measures? How do we actively monitor need, progress and impact? Are we aware of our drivers (internal, external, legal, Public Authority, regulatory, GLA, London	review and understanding impacts	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
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		There will be differential and adverse experience of			
		BAME staff when dealing with some ASC clients. It is			
		suspected that many of these are unreported. Some			
		staff have a feeling of 'I'll just get on with it'.			
		Management have worked hard to try to change this			
		view via H&S boards and newsletters and team			
		meetings to increase report of frontline incidents but			
	Are there differential and adverse experiences of				
	BAME staff, due to their background? Are these	manager would understand the issues staff and client			
		issues and can protect staff by changing allocations,			
	the required support provided? Are services	raising hazards on the database and completing AIR			
Frontline Employee Experience	designed to protect and safeguard staff?	forms			
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
	What is the Council's reputation as an employer				
	of choice? Are there tensions in the community				
	between different groups? Does the Council				
	understand the demographic diversity and needs				
1	of different customer, service users and	1	1	1	
	community groups? How does the Council				
	understand this and use this intelligence to design				
	and deliver inclusive and accessible services,				
Community Relationships	safeguarding staff?				
community Relationships	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summers: Anninet Criterie and Detential Next Stene
		Rey Evidence Against Developing	Rey Evidence Against Achieving	Rey Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
	Inclusion (issues not people) – Are				
	issues/concerns pertinent to race proactively				
	included/welcomed from the outset without				
	resistance (and without having to be proposed by				
	BAME staff)?				
	perspective of non-BAME staff, how proactive is				GAP - These areas are difficult to report on unless targeted. There should be an
	perspective of non-BAME staff, how proactive is Perceptions (of BAME staff) – From the				GAP - These areas are difficult to report on unless targeted. There should be an
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## Race, Equality, Accessibility, Diversity and Inclusion (READI) - Service Evidence Capture Self-Assessment

Directorate :			Service Name /s :		
Nominated Lead :			-		
How To Guide :					
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	dence for (please note the additional Race Equali		-	ig with the left hand column "Developing	g" put in :
	cies, procedures and practice that have positive i	•	5 1		
	allenges and barriers to more inclusive service pro		hity cohesion		
	ink, if no evidence exists or state in progress, if th	nis is planned			
- once complete, fill in the overall summa	ry of performance, in each section				
Please contact REDACTED@havering.gov	.uk (EDI and Race Relations Consultant) if you ne	ed assistance and support.			
THEMATIC AREA 1 - Understanding	and Working with your Communities				
<b>Collecting and Sharing Information</b>					
Developing		Achieving		Excellent	
1.1	Overall Summary	1.2	Overall Summary	1.3	Overall Summary
The organisation has gathered and published		Relevant, proportionate and		A comprehensive set of information about	
information and data on the profile of its communities and the extent of inequality and		appropriate information about the local communities and their		local communities/protected characteristics needs and outcomes is regularly updated and	
disadvantage. Plans are in place to collect, share		protected characteristics is being		published and used to identify priorities for the	
and use equality information with partners.		gathered. Information is shared		local area	
		across the organisation and with			
		partners			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation is clear about what sources of		Information is disaggregated and	Rey Evidence Against Onteria	The Council is working with partners to	ney Evidence Against Oriena
information (both local and national) are relevant		analysed on the basis of different		continuously develop new and innovative data	
and useful.		communities, including those		sharing platforms.	
		sharing protected characteristics.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation knows what information is	Rey Evidence Against Criteria	Quantitative and gualitative research	Rey Evidence Against Criteria	The organisation has a sophisticated	Rey Evidence Against Criteria
already being collected – internally and by its		methods are used to gather data		understanding of the difference between the	
partners, including voluntary and community		and information.		equality profile of their local area and how that	
sector stakeholders?				translates to inequalities for different groups.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Some information and data has been gathered		National and regional data is used		Changing needs are identified and prioritised	
and published.		and analysed.		across a wide range of services and	
				outcomes by, for example, referring to the	
				Equality and Human Rights Commission's Equality Measurement Framework.	
				Equality measurement in an ework.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation is working with its partners to		Information from ward councillors is		Data is regularly updated and used to set	
ensure information is shared effectively.		gathered in a systematic way.		priorities across the organisation and in	
				different services, by geographical area and by protected characteristic.	
				by protected characteristic.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Partners ensure efficient collection of data that	Ney Evidence Against Criteria	Data is easily accessed, shared and	Rey Evidence Against Criteria	There is evidence of a continuous	Rey Evidence Against Unteria
avoids duplication.		used by departments across the		improvement of the quality of the data.	
		organisation.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
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The authority is compliant with GDPR legislation in its collection, analysis storage and use of data and information	The organisation is working with partners to address identified gaps in information. Data is disaggregated using the same or similar categories.		The organisation is working with partners to ensure that changing needs are identified and met.	
	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
	Information is being shared to identify and measure equality gaps and to inform outcomes for the area.		Voluntary and community sector partners/health colleagues and stakeholders access and use the information.	
	Criteria	Key Evidence Against Criteria		
	There are robust and effective protocols in place for sharing information between partners and to ensure data protection			
		Key Evidence Against Criteria		
	Information is being captured about health inequality.			

Developing		Achieving		Excellent	
2.1	Overall Summary	2.2	Overall Summary	2.3	Overall Summary
Systems are being developed to analyse soft and hard data/intelligence about communities, their needs and aspirations.		Information and data is disaggregated and analysed to support the assessment of local need, impacts of changes to services and priorities.		Up to date and comprehensive equality data is used regularly to plan and assess impacts of decisions.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation is developing and improving systems for collating and analysing the different sets of data being collected.		Data is used to inform the setting of relevant equality objectives, and these are regularly monitored.	,	The organisation and its partners are using data in the most innovative ways such as predictive analytics to target service interventions	,
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Information is collected by front-line staff or key decision makers and taken account of.		Data is used in service planning, commissioning and decision making.		Data is being used to predict and measure demand for services	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The authority is compliant with GDPR legislation, analysis and use of data and information		Data is continuously gathered and analysed.		Achievement of outcomes are measured and there is evidence of gaps being narrowed.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Criteria Key Evidence Against Cri		Information is disaggregated in a meaningful way, by relevant protected characteristic and other factors (such as deprivation or rurality) and analysed on a regular basis. Information is used to identify and prioritise on the basis of need.		Performance is monitored against equality objectives and outcomes including procurred and commissioned services, and with key partners and other stakeholders.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Information and data is used effectively as part of impact assessment/ risk assessment and giving due regard to the public sector equality duty.	ney anasies riganist officing	Equality outcomes for commissioned and procured services are monitored and reported on.	roy = nonco rigunat ontena

Effective Community Engagement					
Developing		Achieving		Excellent	
3.1	Overall Summary	3.2	Overall Summary	3.3	Overall Summary
Inclusive community engagement structures are	Overall Summary	Engagement mechanisms and	Overall Summary	Formal and informal interactions takes place	overall Summary
being developed throughout the organisation.		structures are in place to involve		between the organisation and its diverse	
gpg		equality stakeholders and scrutinise		communities. Communities from across the	
There are opportunities for communities to be		service delivery, decision- making		protected groups are actively participating in	
involved in decision making.		and progress. The organisation		and influencing decision making.	
5		engages with all its communities		· · ·	
		when making decisions, including			
		those with protected characteristics.			
Onitania	Kau Fuidanaa Aasiast Ositasia	Criteria	Kan Fridanas Analast Ositasia	0-141-	Kau Fuidanan Anainat Cattania
Criteria The organisation has an engagement strategy. It	Key Evidence Against Criteria	Criteria People from protected groups are	Key Evidence Against Criteria	Criteria There are a range of innovative approaches	Key Evidence Against Criteria
is clear about different levels of engagement (i.e.		encouraged and enabled to		to involving communities and arrangements	
informing, consulting, participating, co-producing)		participate in decision making.		are made to meet specific or individual needs.	
and when these are appropriate.		participate in decision making.		are made to meet specific of individual fields.	
and mon aloop are appropriate.					
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Engagement structures are in place		A range of engagement		Vulnerable people/ communities are	
		methodologies are used.		participating including the hardest to reach in	
				the community.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There are opportunities for protected groups to		Priorities have been changed as a		There is evidence that mainstream	
be engaged with decision making.'		result of engagement with a clear		engagement mechanisms are increasingly	
		and demonstrable evidence basis.		involving previously under-represented	
				groups.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation can evidence examples of		The organisation and partners		Communities are encouraged or supported to	
these opportunities.		engage collectively/share		influence or make decisions.	
		information and results of			
		engagement activities to ensure that			
		particular groups are not being over consulted with.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Shared engagement structures/mechanisms are		There is an increase in the		Staff and stakeholders are able to describe	, , , , , , , , , , , , , , , , , , ,
in development with partners.		involvement of underrepresented		levels of influence within the community and	
		groups.		changes made as a result.	
				-	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There are some shared engagement activities		Engagement with the community		Key decision makers are involved in the	
with partners.		and voluntary sector and the wider		engagement process.	
		community effectively inform			
		decisions. Criteria	Kau Fridanas Anninat Caltaria	Q=it==i=	Kau Fuidanaa Anainat Caktaia
		There are processes and plans	Key Evidence Against Criteria	Criteria There is evidence of partnership	Key Evidence Against Criteria
		throughout the organisation and with		arrangements leading to improved outcomes	
		partners to increase stakeholder and		in participation.	
		voluntary and community sector		in participation.	
		involvement in informing prio			
		0.			
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		increase stakeholder and voluntary		Partners are open to challenge and	
		and community sector involvement		constructive criticism.	
		in informing priorities.			
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Feedback is given and people in the	* *	Where there is very limited or no actual	· · · · · · · · · · · · · · · · · · ·
		community are able to challenge		representation within a local demographic, the	
		and have their views taken account		ability to cater for difference is in evidence.	

Fostering good community relations	3				
Developing		Achieving		Excellent	
4.1	Overall Summary	4.2	Overall Summary	4.3	Overall Summary

Structures are in place within the organisation and across partnerships to understand community relationships and map community tensions.		The organisation and its partners have a strong understanding of the quality of relations between different communities and collectively monitor relations and tensions. The organisation and its partners are actively engaged in planning and delivering activities that foster good relations.		The organisation takes a sophisticated approach to fostering good relations which has resulted in measurable improvements in relationships between diverse communities	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There are joint partnerships responsible for monitoring community tensions.		Harassment and hate crimes are monitored and analysed regularly		Information is available to show there has been an improvement in community relations.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The Community Safety Strategy addresses the issue of community cohesiveness		Appropriate action is taken to address the issues that have been identified.		The organisation works with others to improve performance on good relations between diverse communities.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Council leaflets/ posters/ communications/ events promote positive relations.		Members play a role in monitoring community relations and reporting intelligence		The Council's leaders maintain a high profile on community relations. The Council makes use of Members' links with different communities depending on circumstances.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Data is available, and is it disaggregated to cover the protected characteristics.		The Council plays a leading role in bringing the partners and the community together if there are serious incidents of hate crime.	
		Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria
		Data is regularly analysed and acted upon.		There is obvious and demonstrable cross- over between equality, diversity and community cohesion.	
		Criteria	Key Evidence Against Criteria		
		Stakeholders and communities are involved in the monitoring.			

Participation in public life					
Developing		Achieving		Excellent	
6.1	Overall Summary	6.2	Overall Summary	6.3	Overall Summary
The organisation has a clear understanding of the level of participation in public life by different communities/protected characteristics. This can include involvement in local democracy and representation e.g. school governors, councillors, board members of voluntary/statutory sector organisations.		Local people are encouraged to participate in public life or in other activities where they are under- represented. The Council uses a range of different methods and it is able to innovate and find new ways to extend participation in certain communities.		There is an improvement in the participation rates of under-represented groups in public life. The organisation can demonstrate that people across a range of protected characteristics are able to influence decisions	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Information/data is gathered about the extent of involvement in public life		The organisation actively informs and involves local people, including under-represented groups, in opportunities for public participation.		There is evidence that improvements have been achieved.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Outreach work or public campaigning has been undertaken to increase levels of participation by protected groups.		More people from under-represented groups are participating across a wider range of activities.	
				Criteria Decision makers are from a wider range of backgrounds.	Key Evidence Against Criteria

THEMATIC AREA 2 - Leadership and	THEMATIC AREA 2 - Leadership and Organisational Commitment								
Leadership	eadership								
Developing	Developing Achieving Excellent								
7.1	Overall Summary	7.2	Overall Summary	7.3	Overall Summary				

The political and executive leadership have publically committed to reducing inequality, fostering good relations and challenging discrimination.		Political and executive leaders demonstrate personal knowledge and understanding of local communities and continue to show commitment to reducing inequality.		Leaders have gained a reputation within the community and with all of its partners for championing equality, balancing competing interests and fostering good relations.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Senior leaders in the organisation have stated their commitment to a diverse workforce and have made clear what is expected from staff when delivering services to the community		Senior leaders can demonstrate their commitment to equality in decision making and how this informs the way the organisation responds to challenges		The organisation is able to show that even when making difficult decisions it continues to demonstrate a clearly articulated and meaningful commitment to equality.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Leadership on equality is demonstrated in a way that is recognised and understood by the organisation and local communities.		Senior leaders demonstrate knowledge and commitment to equality issues. They 'walk the talk'		Senior leaders have and own clear knowledge of local equality priorities and how and why they are being addressed.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria
Leaders have publicly committed to improving equality in their area.		There is evidence that equality considerations inform their decision making.		Senior leaders act as ambassadors for the equality agenda.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria
The organisation has established and publicised a strong business case for its equality work.		Senior leaders understand the value and impact good communications can have and ensure that publications, websites and other communications channels are as diverse as possible		Senior leaders personally challenge inequalities and drive an improvement agenda.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation regularly communicates its commitment to promoting equality to staff and the community		The organisation promotes a positive narrative around equality and good relations across the whole community		Staff, the community or the voluntary and community sector can offer good examples of how effective communication and engagement with the Council has enabled the organisation to prevent or manage tensions between different equality groups.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria
There is evidence that publications reflect the organisation's commitment to equality and fostering good relations.		There are examples of where the organisation and its partners have had to take unpopular decisions but still managed to keep local communities on board.		The organisation plays a role in ensuring that all stakeholders collectively manage the conflicting needs of their communities.	
		Criteria	Key Evidence Against Criteria		
		The organisation has taken steps to counter negative stereotypes or dispel myths.			

Priorities and Partnership Working					
Developing		Achieving		Excellent	
8.1	Overall Summary	8.2	Overall Summary	8.3	Overall Summary
Partnership working arrangements are being reviewed with the voluntary and community sector and the wider community to ensure that local equality priorities are addressed		There is a coherent, shared vision of equality for the local area, with clear priorities which have been agreed and understood by all key stakeholders, including the voluntary and community sector.		The organisation can demonstrate success in working with partners in the public, private, community and voluntary sectors to address equality priorities, which are reviewed on a regular basis.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Corporate and partnership documents capture the commitment of the organisation and partners to equality.		There are shared equality priorities, objectives and outcomes for the local area which are understood and acted on at all levels within the organisation.		Staff, the community or the voluntary and community sector give good examples of improved outcomes/ reduced inequality/ improvements in health inequality.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Equality objectives are reflected in local strategic planning.		There is a clear shared vision for the area.		Review mechanisms are in place.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria

	The organisation and its partners monitor, review and evaluate performance against equality priorities, including inequality and health inequality.		There is evidence that cross-organisational learning is taking place.	
	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
	The results of these activities		The community and voluntary sector say that	

Assessing Equality Impact in Policy	and Decision Making				
Developing	J	Achieving		Excellent	
9.1	Overall Summary	9.2	Overall Summary	9.3	Overall Summary
Due regard is taken to the aims of the general		Equality analysis/ impact		The organisation can demonstrate that	
equality duty when making decisions and when		assessment is integrated		improvements in equality outcomes are being	
setting policies.		systematically into planning and		delivered as a result of effective equality	
		decision making across the		analysis/ impact assessment, and that	
		organisation.		negative impacts have been mitigated.	
		°		о , о	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation has an agreed approach to		There is senior level commitment to		The organisation can demonstrate how	
conducting equality analysis/ impact assessment		using and understanding equality		equality analysis/ impact assessment has	
of policy and service decisions.		analysis/ impact assessment to		been used to identify needs and improve	
		inform planning and decision		outcomes/ reduce inequality.	
		making.			
Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Training and support on equality analysis/ impact		The organisation's assessments are		The organisation can provide evidence of how	
assessment is available.		accessible, robust and meaningful.		or where equality analysis/ impact	
				assessment has informed decision-making	
				and led to different, tailored services that have	
				improved outcomes.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Impact assessments take account of the views of		There is evidence that Members		The organisation captures information about	····) _·····
those affected by the policy or decision.		routinely take account of equality		what budget/service cuts mean to people's	
		analysis/ impact assessment when		lives.	
		making decisions.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		
There is a process for ensuring that equality		Decisions around budget cuts and			
impact assessments are sufficiently robust.		savings have taken account of			
		cumulative impact.			
		Criteria	Key Evidence Against Criteria		
		The findings, recommendations and			
		conclusions are shared effectively to			
		inform decisions and planning.			
		Criteria	Key Evidence Against Criteria		
		Mitigating actions are identified	,		
		where appropriate.			

Equality Objectives and Annual Rep	orting				
Developing		Achieving		Excellent	
10.1	Overall Summary	10.2	Overall Summary	10.3	Overall Summary
quality objectives for the organisation have		Specific and measurable equality		The organisation can demonstrate a clear link	
een set and published in accordance with the		objectives have been integrated into		between meeting their equality objectives and	
equirements to support the public sector		organisational strategies and plans		positive outcomes for its communities.	
quality Duty.		and action is being taken to achieve			
		them. Outcomes are measured and			
		monitored regularly by senior			
		leaders.			
riteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
he specific duty to publish equality objectives		Equality objectives are integrated		There is evidence that equality objectives	
as been met.		into organisational strategies and		have led to improved outcomes for people	
		plans.		with protected characteristics.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Dejectives are underpinned by robust equality		There is evidence of a link between		Actions to achieve priority outcomes are	
inalysis.		equality objectives, business		reviewed and regularly updated.	
		planning and performance			
		management.	1		

Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Objectives are SMART(Specific, Measurable Realistic, Achievable and Timely).		Progress is regularly monitored and reviewed.		Steps are taken if deficiencies are identified.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Members are kept informed of progress against equality objectives.		Stakeholders and staff are involved in the monitoring of objectives.	
				Criteria	Key Evidence Against Criteria
				An Annual Equality report is published and shared.	

Performance Monitoring and Scrutin	ny				
Developing		Achieving		Excellent	
11.1	Overall Summary	11.2	Overall Summary	11.3	Overall Summary
Appropriate structures are in place to ensure delivery and review of equality objectives.		The setting and monitoring of equality objectives is subject to challenge, including through any organisational bodies or groups and the political Overview and Scrutiny process.		The organisation uses the scrutiny process as a driver for change. The organisation benchmarks its achievements against comparable others and shares its experience in developing good practice.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There is an appropriate and accountable leadership group/ board/ forum who have responsibility for the equality agenda.		The Overview and Scrutiny function is used to scrutinise and challenge equality analysis / impact assessment objective setting and monitoring.		The organisation assesses its performance and outcomes against comparable organisations.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There are resources for supporting equality work.		The public are enabled to monitor progress		Review mechanisms are in place.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Progress and responses are reported regularly to the leadership of the organisation.		Some outcomes and priorities have changed as a result of Scrutiny review.	
				Criteria	Key Evidence Against Criteria
				The organisation is approached on a regular basis to provide examples of, or showcase good practice.	

Commissioning and Procuring Serv	ices				
Developing		Achieving		Excellent	
12.1	Overall Summary	12.2	Overall Summary	12.3	Overall Summary
The organisation ensures that procurement and ommissioning processes and practice take coount of the diverse needs of clients, and that roviders understand the requirements of the ublic sector Equality Duty.		Mechanisms are in place to ensure that equality standards are embedded throughout the procurement cycle.		The organisation can demonstrate that commissioned/ procured services are helping it achieve its equality priorities.	
riteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Guidance is available for suppliers on the equality requirements for the procurement and commissioning process.		The organisation considers how the public pound is spent in regards to local procurement and influence on the local economy.		There is evidence that contracts are being monitored using quantitative and qualitative analysis. The results are considered by both the supplier and client.	
riteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
contracts.		Specifications take account of the different needs of users, for example through equality analysis/ impact assessments.		There is evidence of providers meeting the organisations equality objectives.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Monitoring requirements are built into contracts to ensure equality issues are addressed.		Providers understand and can articulate a commitment to equality.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria

	The organisation has an established Social Value Framework. The Social value of contracts is measured.		The organisation achieves considerable social value from Its contracts	
	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
	Gillena	Rey Evidence Against Criteria	Criteria	Key Evidence Against Criteria

Integration of equality objectives int	o service planning				
Developing		Achieving		Excellent	
13.1	Overall Summary	13.2	Overall Summary	13.3	Overall Summary
Structures are in place to ensure equality outcomes are integrated into business objectives.		Equality objectives are integrated into service plans across the organisation, with progress towards them performance managed by key decision makers.		The organisation can demonstrate that improvements and equality outcomes are being delivered across the business.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Service plans are monitored regularly to ensure hat equality objectives are being met.		Objectives address inequality and equality gaps.		Service Plans are designed and written with equality objectives in mind.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Equality analysis is fed into planning and assessment of service plans.		The needs of protected groups are taken account of.		Business plans review past performance, demonstrate how past objectives have been achieved, review performance and set new objectives.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Customer care policies highlight the needs of protected groups.		Service users have opportunities to comment on how services are planned.		Gaps have been identified in terms of who may not be using the service and why. Action has been taken to change services in response.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Objectives have specific timescales.		There is evidence of improved or improving outcomes, disaggregated where appropriate to demonstrate the effects on different communities/ protected groups.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Resource implications have been properly assessed.		There is evidence that Services are being co- produced with service users.	
		Criteria	Key Evidence Against Criteria		
		Key decision makers demonstrate that they continuously monitor, review and evaluate performance for equality objectives.			
		Criteria	Key Evidence Against Criteria		
		Equality integrated into the performance management.			

Service Delivery					
Developing		Achieving		Excellent	
14.1	Overall Summary	14.2	Overall Summary	14.3	Overall Summary
The organisation has systems to collect, analyse and measure how satisfied all sections of the community are with services.		There is evidence that services are meeting the needs of a diverse community, and that take up of services is representative of the wider community.		The organisation has systems in place to use monitoring data and citizen feedback to redesign or adapt services to ensure equity of access, and can demonstrate where this has been done.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There are mechanisms in place for service users to be consulted about service development and delivery.		Service users are consulted effectively before services are developed.		Services are co-produced with service users wherever possible and service users are able to influence changes.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Social Value and Collaborative Principles are reflected in the organisations practical service delivery.		Issues such as Social Prescription and Social Value are used to measure outcomes which are not delivered by the organisation.		Initiatives such as Community Asset Transfers and Community Right to Challenge are in evidence as delivered by local communities instead of the local authority.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria

The organisation is able to analyse and measure whether all sections of the community are able to access services.		Access to and appropriateness of services is monitored regularly by senior leaders and decision makers.		There is evidence of how levels of customer satisfaction with services have improved over time.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
It is clear who Service users are. Services carry out mapping exercises to identify and review current participation and to highlight gaps.		Senior leaders and decision makers demonstrate that they continuously review and evaluate access to services.		Take up of services is representative of the community in proportions that would be expected.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria
The organisation collects data about user satisfaction with its services. The mapping and satisfaction data collected is disaggregated by different equality groups or vulnerable communities.		Data about access to services and user satisfaction is used in equality analyses/ equality impacts assessment.		There are examples of how different customers' experiences are analysed and acted upon.	
Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Complaints are disaggregated by protected groups. There are mechanisms in place to enable staff to introduce business improvements.		A scrutiny/ evaluation process of services is in place.		The organisation has taken steps to safeguard the human rights of individuals where these have been threatened.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		
Appropriate mechanisms are in place to ensure that Human Rights considerations are identified when planning services and that customers and citizens are treated with dignity and respect.		Human Rights issues are understood and considered when delivering services to customers and clients.			
			Key Evidence Against Criteria		
		Human Rights guidance is available for staff and decision makers have up to date knowledge.			

HEMATIC AREA 4 - Diverse and Engaged Workforce								
Workforce Diversity	-		-		-			
Developing		Achieving		Excellent				
15.1	Overall Summary	15.2	Overall Summary	15.3	Overall Summary			
The organisation understands its local labour market, and has mechanisms in place to monitor its workforce against protected characteristics.		The organisation can demonstrate movement towards greater diversity in its workforce profile compared with previous years, including increasing the levels of previously under-represented groups at all levels of the organisation.		The organisation actively ensures that the profile of its workforce (including the profile of major providers of commissioned services) broadly reflects the community it serves / local labour market.				
Criteria	Kev Evidence Against Criteria	Criteria	Kev Evidence Against Criteria	Criteria	Kev Evidence Against Criteria			
The organisation is clear about its local labour market.		Where there is evidence of disproportionality, action is being taken to reverse the trends.		There are appropriate examples of positive action to improve diversity.				
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria			
It has begun to identify the steps it needs to take to achieve a diverse workforce. These are reflected in recruitment policies and procedures.		Succession plans and recruitment processes address under- representation.		There is evidence that the workforce profile at all levels broadly matches the local labour market/community profile. This is continually monitored.				
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria			
The progress of protected groups through the organisational hierarchy is monitored.		Specific and measureable employment targets been set to improve workforce diversity.		There are reasonable explanations for gaps (e.g. the community profile is constantly changing or largely retired population) and what the organisation is doing about it.				
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria			
Equality mapping data is used as part of the analysis.		Selection panels are trained in Unconscious Bias. This includes senior recruitment panels where Members are involved.		Good use is made of flexible working arrangements and career pathway initiatives to address potential barriers and under representation.				
Criteria	Key Evidence Against Criteria							
Recruitment and selection is monitored at all stages of the process by protected characteristics.								

Inclusive Strategies and Policies					
Developing		Achieving		Excellent	
16.1	Overall Summary	16.2	Overall Summary	16.3	Overall Summary
The organisation's workforce strategies and		The equality objectives contained		Prioritised equality outcomes for the whole	
policies include equality considerations and		within workforce strategies are		workforce are being achieved.	
objectives.		implemented and monitored.		······g····	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
All employment policies and procedures comply		The organisation has a basic set of		The organisation has an excellent set of	····) _·······
with equality legislation and employment codes		policies and practices to enhance		policies and procedures in place which are	
of practice.		workforce equality and diversity		actively promoted to staff from all protected	
		including reasonable adjustments,		groups and used by managers to promote	
		equal pay, flexible working and		equality.	
		family friendly policies.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation's workforce strategy identifies	noy Endones Agamet enterna	The equality aspects of the		Strategic, innovative and holistic approaches	noy znachoo ngamet entena
equality issues.		organisation's workforce strategy are		have been considered to improve outcomes.	
oquality loodool		being implemented and tracked.			
		boing implemented and tracted.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Targets and objectives are based on internal		When necessary, changes have		Staff are involved in developing and	
monitoring, staff consultation and the		been made as a result of equality		monitoring these policies.	
assessment of the local labour market and		analysis findings.			
barriers to employment.					
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
New/changing employment policies and		Managers apply policies and		Positive and tangible outcomes have been	
procedures are assessed for their impact on		practices across the authority in a		delivered as a result of the implementation of	
people with protected characteristics.		consistent manner for all staff.		a wide range of policies and practices.	
0.4					
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
All employment and training related policies are regularly reviewed.		Staff are engaged positively in employment and service		The organisation compares well with others.	
regularly reviewed.		transformation and in developing			
		new roles and ways of working.			
		Trade unions and partners are			
		involved.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The council is using its workforce data to develop		The training and development offer		Outcomes are communicated to staff with	Ť Ť
training and development strategies that can		supports a wider equalities agenda		protected characteristics.	
support a wider equalities agenda for employees.		for the organisation.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
A range of inclusive structures are in place to		Training courses and development		The organisation has high satisfaction levels	
engage and involve staff.		interventions are meeting the needs		across all staff groups in respect of staff	
		of different groups, and are making		engagement.	
		a difference in getting			
		underrepresented groups of staff up			
		the leadership ladder.			
				Criteria	Key Evidence Against Criteria
				Training and development strategies are	,
				proven to be making a significant difference to	
				the wider equality agenda for employees and	
				for workforce diversity.	

Collecting, Analysing and Publishin	g Workforce Data				
Developing		Achieving		Excellent	
17.1	Overall Summary	17.2	Overall Summary	17.3	Overall Summary
Systems are in place to collect and analyse employment data across a range of practices (recruitment, training, leavers, grievance and disciplinaries etc).		The organisation regularly monitors, analyses and publishes employment data in accordance with its statutory duties.		The authority has a robust and comprehensive set of employment data and uses this to inform its workforce strategy and management practice.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation reports annually on its Gender Pay Gap.		Data on applicants, people shortlisted and the composition of the workforce is systematically collected. This can be disaggregated by the protected characteristics.		Workforce data includes a wide range of information and protected characteristic profiles including pay levels, training opportunities, appraisal ratings.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria

People are encouraged to provide data and there are initiatives in place to increase the disclosure of equality information by staff.		The organisation's Gender Pay Gap is reducing and it is addressing any race pay gap.		The organisation considers pay gaps across other areas of inequality such as religion and belief/ race- ethnicity/ age, disability etc.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Diversity monitoring information is separated from recruitment decisions and held securely.		There is evidence that workforce data is analysed and reported to senior leaders regularly.		The organisation understand the effects of employment policy and practice on its workforce.	
Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria		Key Evidence Against Criteria
GDPR processes are in place and regulations are being met.		Workforce information is published to cover basic legal requirements and includes analysis of pay/job evaluation outcomes.		The organisation has sufficient information about staff to inform robust equality analysis.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		There is evidence that the organisation is actively working on reducing its Gender Pay Gap.		The workforce profile is updated regularly.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Action has been taken as a result of monitoring, trends are being identified and used to help establish objectives.		Data is looked at organisationally and service by service.	
				Criteria	Key Evidence Against Criteria
				It is possible to analyse data by all the protected characteristics.	

Developing		Achieving		Excellent	
18.1	Overall Summary	18.2	Overall Summary	18.3	Overall Summary
he organisation carries out regular ssessments of the training and learning and evelopment needs required to ensure its suncillors and officers are equipped to nderstand their equality duties and take action o deliver equality outcomes.		The organisation provides a range of accessible learning and development opportunities to support councillors and officers in achieving equality objectives and outcomes.		Decision makers understand the importance of equality when making decisions and in how they use resources. Services are provided by knowledgeable and well-trained staff who are equipped to meet the diverse needs of local communities.	United and an and a
riteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
n assessment has been made as to what quality-related training, learning or development required.	· · ·	Equality and diversity forms part of the training and development for key decision makers.		Managers and staff are accountable for ensuring equality outcomes. They can give examples of improved equality outcomes they have contributed to.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Appropriate behavioural competencies have been identified for the workforce.		There is evidence that equality issues are mainstreamed into all training (e.g. training on customer care.		Good performance is recognised in the appraisal process and more generally.	
riteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
nduction training for new Members includes quality and all Members are offered Equality raining.	•	Different methods are used to promote learning to a wide audience (e.g. standard courses, coaching, mentoring).	-	Staff feel their skills have improved and that they are able to relate effectively with a range of clients.	
	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
ppraisal processes ensure staff and managers re aware of their equality-related responsibilities nd accountabilities.		Management and individual appraisals include specific equality objectives for the service area.		Staff can answer questions about the council's equality priorities.	
				Criteria	Key Evidence Against Criteria
				Feedback from service users in protected groups is positive about the skills of staff in dealing with their issues.	

Health and Wellbeing							
Developing		Achieving		Excellent			
19.1	Overall Summary	19.2	Overall Summary	19.3	Overall Summary		

The organisation has begun to consider how it can address the key employee health and wellbeing issues.		The organisation promotes the health and well-being of staff in its workforce and other policies.		There is a positive health and wellbeing culture throughout all levels and areas of the service.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation uses workforce data and other information from staff to determine what its health and wellbeing priorities are.		There is a coherent Health and Wellbeing Strategy that addresses a range of related issues.		Approaches to health and wellbeing are innovative.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation has assessed all aspects of the working environment to ensure that the needs of all its employees are met.		Improvements have been made to the working environment.		.The organisation has adopted the Social model of disability	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
A range of inclusive mechanisms are in place to engage and involve staff.		Staff are engaged positively in employment and service transformation and in developing new roles and ways of working.		There have been significant outcomes in the health and wellbeing of all staff including those with protected characteristics.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Policies and systems are in place to identify, prevent and deal effectively with harassment and bullying at work.		Reasonable Adjustments are provided in a timely fashion consistently across the organisation.		There are high satisfaction levels with the working environment across all staff groups particularly those with protected characteristics.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation has a policy for Reasonable Adjustments for staff and Members and managers are trained to implement it.		Occupational health works closely with HR to identify and address absence trends.		The organisation has high satisfaction levels across all staff groups in respect of staff engagement.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Occupational health services are provided.		Managers have received training on mental health awareness and say they are equipped to address staff issues.		Harassment and bullying at work is dealt with effectively and staff say that they are treated with dignity and respect.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		
The organisation has started to address mental health issues in the workplace		Harassment and bullying incidents are monitored and analysed regularly.			
		Criteria	Key Evidence Against Criteria		
		Appropriate action is taken to address the issues that have been identified.			

Race Equality - please relate this criteria to your local workplace, service provision and communities you serve. Key Considerations to Test During Self-Assessment, Review and Ongoing Strategy Development. Please indicate local performance, from a race equality, diversity and inclusion perspective.									
Developing			Achieving		Excellent				
20.1	Overall Summary		20.2	Overall Summary	20.3	Overall Summary			
The organisation has begun to consider how it can address the key employee race equality, issues, concerns and barriers.			The organisation promotes and practices race equality in its workforce and other policies.		There is a positive and inclusive race equality culture and performance throughout all levels and areas of the service.				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next S	iteps			
Secondments	Are they transparent, fair, advertised, open and merit based?								
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next S	iteps			
Recognition, pay and reward	Is everyone recognized fairly and consistently? Is there unfairness in pay and performance (eg ratings) and reward (eg recognition payments)? Is there an ethnicity pay gap?								
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next S	iteps			

	1				
Policies and Best Practice	Is flexible working / work life balance equally offered? are reasonable adjustments consistent and meet individual needs? Are all policies and processes free from discrimination and bias?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Recruitment	Is the process equitable and fair? Are there equal internal progression opportunities? Is there bias in recruitment practices? Do applicant and hiring rates reflect local communities?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Mentoring and Coaching	Is there a culture of mentoring and coaching, accessible and available to all? Are there reverse mentoring opportunities? Can all staff discuss and get development with their line managers? Are there role models?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Progression	Do BAME staff have long length of service, poor progression, unable to showcase / demonstrate ability and are there unequal access to opportunities. Is there recruitment bias in progression? Are internal pipelines understood?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Retention	Is there a poor employee experience and what does it look and sound like? Is there poor behaviours, internally and externally and ways to call these out, tackle and resolve these? Is there high BAME turnover re joiners and leavers? Are we representative at all grades?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Employee Network Groups	Are there effective Network Groups, with clear terms of reference, standard operating procedures, senior sponsors, committees and a clear governance structure and pathways? Do they have an evidenced workplan, a communications plan and act as a constructive and focused forum, providing insight and employee voice to help inform organisational needs.				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Employee Voice and Speaking Out	Are BAME staff able to speak out, report and surface any workplace issues, in relation to behaviours, decisions, pay and reward, abusive customers Will these be taken seriously. Are there unintended consequences for the victim? Is there a culture of under reporting.				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Culture	Are there in-groups, out-groups, favoritism, bias? Is there low confidence, self-esteem for BAME Staff? Is there an inclusive culture and behaviours? Are there excluding behaviours and what are they ?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps

	Are there disparities in objective setting, performance reviews, workplace allocation and performance ratings				
Performance	for BAME staff? Are there less exceeded target ratings for BAME staff?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Line Management relationship and practice	Is line management inclusive? Is there consistent wellbeing support, respect, development opportunities and line management? Can you call out poor behaviours to line managers, who will help you to resolve them?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Workplace practices	Are all processes, procedures and practices consistent, of high quality with no adverse impacts on BAME staff. Are BAME staff given unfavourable work allocation, shift patterns, hazardous work?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Employee Relations	Are there any disparities in HR cases brought forward by BAME staff? Are there disparities in outcomes? Are there disparities in BAME employees experiencing disciplinary procedures and disproportionate outcomes / sanctions? Is there a healthy Employee Relations collure between the TUs and organisation on Race Equality? How satisfied are BAME staff with the outcomes of formal / informal complaints and concerns? Are BAME staff confident about speaking up on issues pertaining to race and racism (whether about the workplace, service delivery or societal)?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Development opportunities	Is there consistent and fair opportunities to learning and development opportunities for non-mandatory courses, local opportunities, shadowing, projects, daily tasks? Are development plans supportively discussed and recorded during performance reviews?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Impact Assessments	Is there an effective work practice of timely and meaningful Equality and Health Impact Assessments and do they fully consider, consult and improve outcomes for BAME employees, service users and communities. Are managers skilled in delivering these and leaders skilled in reviewing these? Is the political leadership skilled and adept at understanding EDI implications and mitigation decisions?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Governance	Is there clear Governance structures, EDI sponsors and local leads and measures? How do we actively monitor need, progress and impact? Are we aware of our drivers (internal, external, legal, Public Authority, regulatory, GLA, London Councils). Are all individual responsibilities clearly understood and delivered?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps

Leadership	Is the leadership pro-actively engaged in the EDI Agenda. Is the leadership actively anti-racist. Does the leadership create active leadership listening opportunities? Does the leadership attend Inclusive Leadership development? Do Leaders have EDI performance targets, measures, with leadership development on how to deliver against these? Do our leadership and managers have the cultural intelligence to manage and support a diverse workforce?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Data and Reporting	Are there dashboards, scorecards, inclusion index, recruitment data, staff survey data, effective reporting, service users data and integrated People Plans? Do these show a clear BAME analysis and narrative? Are these circulated and do managers have the skills to interpret and respond by changing employment practice and service provision? Is the Ethnicity Pay Gap a potential analysis to conduct.				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Frontline Employee Experience	Are there differential and adverse experiences of BAME staff, due to their background? Are these reported and responded to by the organisation? Is the required support provided? Are services designed to protect and safeguard staff?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Community Relationships	What is the Council's reputation as an employer of choice? Are there tensions in the community between different groups? Does the Council understand the demographic diversity and needs of different customer, service users and community groups? How does the Council understand this and use this intelligence to design and deliver inclusive and accessible services, safeguarding staff?				
	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
	Inclusion (issues not people) – Are issues/concerns pertinent to race proactively included/welcomed from the outset without resistance (and without having to be proposed by BAME staff)?				
	Perceptions (of none BAME staff) – From the perspective of non-BAME staff, how proactive is Havering Council in dealing with issues of race/racism and how well does it deliver on these issues?				
	Perceptions (of BAME staff) – From the perspective of BAME staff, how proactive is Havering Council in dealing with issues of race/racism and how well does it deliver on these issues?				
Attitudes, perceptions, values and beliefs and systemic race inequality	Perceptions (by BAME staff) – From the perspective of BAME staff, how proactive is Havering Council in dealing with issues of race/racism and how well does it deliver on these issues?				
	Attitudes (of non-BAME staff) – To what extent do non- BAME staff, across all grades, understand the impacts of race inequality in Britain, the impact it has on BAME citizens and their role in becoming anti-racist?				
	What is the visible leadership, HR and Trade Union's commitment and practices, in tackling issues around race inequality?				

Systemic Racism – How well is racism (local, national		
and global) recognised and understood, in particular the		
effect it have on issues / decisions and behaviours within		
the borough and the council?		

## Race, Equality, Accessibility, Diversity and Inclusion (READI) - Service Evidence Capture Self-Assessment

Directorate : NEIGHBOURHOOD	)S		Service Name /s : Planning		
Nominated Lead : REDACTED					
How To Guide :			•		
This is an uploaded Teams fileshare, whi	ch will automatically update. It is divided into s dence for (please note the additional Race Equal	•		•	e" nut in :
	cies, procedures and practice that have positive	, ,			
	allenges and barriers to more inclusive service pr		÷ ,		
- work across each standard and leave bla	ink, if no evidence exists or state in progress, if the	his is planned			
- once complete, fill in the overall summar	ry of performance, in each section				
Please contact REDACTED havering.gov.u	k (EDI and Race Relations Consultant) if you nee	d assistance and support.			
THEMATIC AREA 1 -					
Collecting and Sharing Information					
Developing 1.1	Querell Summer	Achieving 1.2	Querell Summers	Excellent 1.3	Overell Summers
1.1 The organisation has gathered and published	Overall Summary The service has regularly conducted EQIAs in regard	1.2 Relevant, proportionate and	Overall Summary The information gathered is considered relevant	1.3 A comprehensive set of information about	Overall Summary The information is comprehensive and regularly
information and data on the profile of its	to the development and application of local plan	appropriate information about the	and appropriate in regard to the protected	local communities/protected characteristics	updated particularly in assocation with the
communities and the extent of inequality and	policies. The information is held electronically and	local communities and their	characteristics. The information is shared through	needs and outcomes is regularly updated and	regulatory requirements for plan making and
	published online. The information and data gathered	protected characteristics is being	publication across the organisation and with	published and used to identify priorities for	community engagement. Whilst the information
and use equality information with partners.	should inform strategic and spatially policy and service offers. Less information about the impacts of the	gathered. Information is shared across the organisation and with	partners; however, the approach is by its nature passive.	the local area	captured is comprehensive and relevant, it is less clear how the gathered information used to
	Building Control and Land Charges services for	partners	passive.		shape spatial policy and service offers.
	protected charateristics is held.				
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation is clear about what sources of	Yes, the service sets out the sources of the information	Information is disaggregated and		The Council is working with partners to	ž ž
information (both local and national) are relevant	in EQIAs, which rely on the data and information held	analysed on the basis of different		continuously develop new and innovative	
and useful.	corporately as the evidence base.	communities, including those sharing protected characteristics.		data sharing platforms.	
		channing protoctor characteriotico.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation knows what information is already being collected – internally and by its		Quantitative and qualitative research methods are used to gather		The organisation has a sophisticated understanding of the difference between the	
partners, including voluntary and community		data and information.		equality profile of their local area and how	
sector stakeholders?				that translates to inequalities for different	
				groups.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Some information and data has been gathered and published.		National and regional data is used and analysed.		Changing needs are identified and prioritised across a wide range of services and	
and published.		and analysed.		outcomes by, for example, referring to the	
				Equality and Human Rights Commission's	
				Equality Measurement Framework.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation is working with its partners to		Information from ward councillors is		Data is regularly updated and used to set	
ensure information is shared effectively.		gathered in a systematic way.		priorities across the organisation and in	
				different services, by geographical area and by protected characteristic.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Partners ensure efficient collection of data that	-	Data is easily accessed, shared and		There is evidence of a continuous	
avoids duplication.		used by departments across the		improvement of the quality of the data.	
Criteria	Key Evidence Against Criteria	organisation. Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The authority is compliant with GDPR legislation	Ney Evidence Against Griteria	The organisation is working with	Ney Lynuence Against Griteria	The organisation is working with partners to	Ney Laurence Against Griteria
in its collection, analysis storage and use of data		partners to address identified gaps		ensure that changing needs are identified and	
and information		in information. Data is		met.	
		disaggregated using the same or			
		similar categories.			1

	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
	Information is being shared to identify and measure equality gaps and to inform outcomes for the area.		Voluntary and community sector partners/health colleagues and stakeholders access and use the information.	
	Criteria	Key Evidence Against Criteria		
	There are robust and effective protocols in place for sharing information between partners and to ensure data protection			
	Criteria	Key Evidence Against Criteria		
	Information is being captured about health inequality.			

Analysing and using data and					
Developing		Achieving		Excellent	
2.1	Overall Summary	2.2	Overall Summary	2.3	Overall Summary
Systems are being developed to analyse soft and nard data/intelligence about communities, their needs and aspirations.		Information and data is disaggregated and analysed to support the assessment of local need, impacts of changes to services and priorities.		Up to date and comprehensive equality data is used regularly to plan and assess impacts of decisions.	
riteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation is developing and improving systems for collating and analysing the different sets of data being collected.		Data is used to inform the setting of relevant equality objectives, and these are regularly monitored.		The organisation and its partners are using data in the most innovative ways such as predictive analytics to target service interventions	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
nformation is collected by front-line staff or key decision makers and taken account of.		Data is used in service planning, commissioning and decision making.		Data is being used to predict and measure demand for services	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The authority is compliant with GDPR legislation, analysis and use of data and information		Data is continuously gathered and analysed.		Achievement of outcomes are measured and there is evidence of gaps being narrowed.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Information is disaggregated in a meaningful way, by relevant protected characteristic and other factors (such as deprivation or rurality) and analysed on a regular basis. Information is used to identify and prioritise on the basis of need.		Performance is monitored against equality objectives and outcomes including procured and commissioned services, and with key partners and other stakeholders.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Information and data is used effectively as part of impact assessment/risk assessment and giving due regard to the public sector equality duty.		Equality outcomes for commissioned and procured services are monitored and reported on.	

Effective Community Engagement					
Developing		Achieving		Excellent	
3.1	Overall Summary	3.2	Overall Summary	3.3	Overall Summary
being developed throughout the organisation. There are opportunities for communities to be involved in decision making.	and the development management function of the service. There are a number of opportunities for communities to be involved in the decision making process from the early stages of plan making through the determining of individual planning applications. There is less, if any, opportunity for communities to be	Engagement mechanisms and structures are in place to involve equality stakeholders and scrutinise service delivery, decision- making and progress. The organisation engages with all its communities when making decisions, including those with protected characteristics.		Formal and informal interactions takes place between the organisation and its diverse communities. Communities from across the protected groups are actively participating in and influencing decision making.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria

	The Statement of Community Involvement (SCI) sets	People from protected groups are		There are a range of innovative approaches	
	out how engagement across the various strands of the	encouraged and enabled to		to involving communities and arrangements	
informing, consulting, participating, co-	service is carried out.	participate in decision making.		are made to meet specific or individual	
producing) and when these are appropriate.				needs.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Engagement structures are in place	Yes, please refer to the details within the SCI	A range of engagement		Vulnerable people/ communities are	
		methodologies are used.		participating including the hardest to reach in the community.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There are opportunities for protected groups to	Yes, there are opportunities for protected groups to	Priorities have been changed as a		There is evidence that mainstream	
be engaged with decision making.'	engage at all levels through consultation in various	result of engagement with a clear		engagement mechanisms are increasingly	
	formats.	and demonstrable evidence basis.		involving previously under-represented	
				groups.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation can evidence examples of	Please see the amended SCI Aug 2020 (supported by	The organisation and partners		Communities are encouraged or supported to	
these opportunities.	an accompanying EQIA) in response to the Covid-19	engage collectively/share		influence or make decisions.	
	pandemic.	information and results of			
		engagement activities to ensure that			
		particular groups are not being over			
		consulted with.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Shared engagement structures/mechanisms are	Rey Evidence Against Citteria	There is an increase in the	Key Evidence Against Citteria	Staff and stakeholders are able to describe	Rey Evidence Against Chiena
in development with partners.		involvement of underrepresented		levels of influence within the community and	
in development with partners.					
		groups.		changes made as a result.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There are some shared engagement activities	noy Endoneo Agamor Ontonia	Engagement with the community	noy Endones Against Childra	Key decision makers are involved in the	noy Endenee Agamer entena
with partners.		and voluntary sector and the wider		engagement process.	
		community effectively inform		engagement procees.	
		decisions.			
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		There are processes and plans	**	There is evidence of partnership	
		throughout the organisation and with		arrangements leading to improved outcomes	
		partners to increase stakeholder and		in participation.	
		voluntary and community sector			
		involvement in informing prio			
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		is success at the balance and such as the	-	Destance are even to shallow a and	-
		increase stakeholder and voluntary		Partners are open to challenge and	
		and community sector involvement		constructive criticism.	
		in informing priorities.			
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Feedback is given and people in the		Where there is very limited or no actual	
		community are able to challenge		representation within a local demographic, the	
		and have their views taken account		ability to cater for difference is in evidence.	
		of.			

Fostering good community						
Developing		Achieving		Excellent		
4.1	Overall Summary	4.2	Overall Summary	4.3	Overall Summary	
Structures are in place within the organisation and across partnerships to understand community relationships and map community tensions.		The organisation and its partners have a strong understanding of the quality of relations between different communities and collectively monitor relations and tensions. The organisation and its partners are actively engaged in planning and delivering activities that foster good relations.		The organisation takes a sophisticated approach to fostering good relations which has resulted in measurable improvements in relationships between diverse communities		
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	

There are joint partnerships responsible for monitoring community tensions.		Harassment and hate crimes are monitored and analysed regularly		Information is available to show there has been an improvement in community relations.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The Community Safety Strategy addresses the issue of community cohesiveness		Appropriate action is taken to address the issues that have been identified.		The organisation works with others to improve performance on good relations between diverse communities.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Council leaflets/ posters/ communications/ events promote positive relations.		Members play a role in monitoring community relations and reporting intelligence		The Council's leaders maintain a high profile on community relations. The Council makes use of Members' links with different communities depending on circumstances.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Data is available, and is it disaggregated to cover the protected characteristics.		The Council plays a leading role in bringing the partners and the community together if there are serious incidents of hate crime.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Data is regularly analysed and acted upon.		There is obvious and demonstrable cross- over between equality, diversity and community cohesion.	
		Criteria	Key Evidence Against Criteria		
		Stakeholders and communities are involved in the monitoring.			

Participation in public life					
Developing		Achieving		Excellent	
6.1	Overall Summary	6.2	Overall Summary	6.3	Overall Summary
The organisation has a clear understanding of he level of participation in public life by different sommunities/protected characteristics. This can nclude involvement in local democracy and representation e.g. school governors, councillors, oard members of voluntary/statutory sector organisations.		Local people are encouraged to participate in public life or in other activities where they are under- represented. The Council uses a range of different methods and it is able to innovate and find new ways to extend participation in certain communities.		There is an improvement in the participation rates of under-represented groups in public life. The organisation can demonstrate that people across a range of protected characteristics are able to influence decisions	
riteria	Key Evidence Against Criteria		Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
nformation/data is gathered about the extent of nvolvement in public life		The organisation actively informs and involves local people, including under-represented groups, in opportunities for public participation.		There is evidence that improvements have been achieved.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Outreach work or public campaigning has been undertaken to increase levels of participation by protected groups.		More people from under-represented groups are participating across a wider range of activities.	
				Criteria	Key Evidence Against Criteria
				Decision makers are from a wider range of backgrounds.	

THEMATIC AREA 2 - Leadership					
_eadership					
Developing		Achieving		Excellent	
7.1	Overall Summary	7.2	Overall Summary	7.3	Overall Summary
The political and executive leadership have publically committed to reducing inequality, fostering good relations and challenging discrimination.		Political and executive leaders demonstrate personal knowledge and understanding of local communities and continue to show commitment to reducing inequality.		Leaders have gained a reputation within the community and with all of its partners for championing equality, balancing competing interests and fostering good relations.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Senior leaders in the organisation have stated their commitment to a diverse workforce and have made clear what is expected from staff when delivering services to the community		Senior leaders can demonstrate their commitment to equality in decision making and how this informs the way the organisation responds to challenges		The organisation is able to show that even when making difficult decisions it continues to demonstrate a clearly articulated and meaningful commitment to equality.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria

Leadership on equality is demonstrated in a way that is recognised and understood by the organisation and local communities.		Senior leaders demonstrate knowledge and commitment to equality issues. They 'walk the talk'		Senior leaders have and own clear knowledge of local equality priorities and how and why they are being addressed.	
	Key Evidence Against Criteria		Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Leaders have publicly committed to improving equality in their area.		There is evidence that equality considerations inform their decision making.		Senior leaders act as ambassadors for the equality agenda.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria
The organisation has established and publicised a strong business case for its equality work.		Senior leaders understand the value and impact good communications can have and ensure that publications, websites and other communications channels are as diverse as possible		Senior leaders personally challenge inequalities and drive an improvement agenda.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation regularly communicates its commitment to promoting equality to staff and the community		The organisation promotes a positive narrative around equality and good relations across the whole community		Staff, the community or the voluntary and community sector can offer good examples of how effective communication and engagement with the Council has enabled the organisation to prevent or manage tensions between different equality groups.	
Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria		Key Evidence Against Criteria
There is evidence that publications reflect the organisation's commitment to equality and fostering good relations.		There are examples of where the organisation and its partners have had to take unpopular decisions but still managed to keep local communities on board.		The organisation plays a role in ensuring that all stakeholders collectively manage the conflicting needs of their communities.	
		Criteria	Key Evidence Against Criteria		
		The organisation has taken steps to counter negative stereotypes or dispel myths.			

Developing		Achieving		Excellent	
8.1	Overall Summary	8.2	Overall Summary	8.3	Overall Summary
Partnership working arrangements are being reviewed with the voluntary and community sector and the wider community to ensure that local equality priorities are addressed	be affected or what, if any, changes to working arrangements should be considered. There is a rather broad brush assumption the benefits of regeneration	equality for the local area, with clear priorities which have been agreed	Currently there are no formal SLAs or partnering agreements in place that embed or set out the duties of the service in regard to protected charateristics and/or communities. There is a gap in considering what, if any, working arrangements are required to deliver or shape desirable outcomes.	The organisation can demonstrate success in working with partners in the public, private, community and voluntary sectors to address equality priorities, which are reviewed on a regular basis.	Although there is some annual monitoring and reporting in place, there are some gaps associated with exploring and maximising desired outcomes for various communites. There is an assumption (perhaps unchallenged that the desired outcomes from planning delivery is benefiical in a similar way across communities.
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Corporate and partnership documents capture the commitment of the organisation and partners to equality.	documents that include an EQIA element.	There are shared equality priorities, objectives and outcomes for the local area which are understood and acted on at all levels within the organisation.		Staff, the community or the voluntary and community sector give good examples of improved outcomes/ reduced inequality/ improvements in health inequality.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Equality objectives are reflected in local strategic planning.	EQIA Local Plan document; Statement of Community Involvement; LIP3 2019; Article 4 directions HMO	There is a clear shared vision for the area.		Review mechanisms are in place.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		The organisation and its partners monitor, review and evaluate performance against equality priorities, including inequality and health inequality.		There is evidence that cross-organisational learning is taking place.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria

	The results of these activities contribute directly to the development of the organisation's objectives.	The community and voluntary sector say that they are treated as equal partners by the Council.	

Assessing Equality Impact in					
Developing		Achieving		Excellent	
9.1	Overall Summary	9.2	Overall Summary	9.3	Overall Summary
Due regard is taken to the aims of the general equality duty when making decisions and when setting policies.	There is a consistent approach to the equlaity duty in decision taking and setting new policies. Whilst due	Equality analysis/ impact assessment is integrated systematically into planning and decision making across the organisation.		The organisation can demonstrate that improvements in equality outcomes are being delivered as a result of effective equality analysis/ impact assessment, and that negative impacts have been mitigated.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation has an agreed approach to conducting equality analysis' impact assessment of policy and service decisions.		There is senior level commitment to using and understanding equality analysis/ impact assessment to inform planning and decision making.		The organisation can demonstrate how equality analysis/ impact assessment has been used to identify needs and improve outcomes/ reduce inequality.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Training and support on equality analysis/ impact assessment is available.		The organisation's assessments are accessible, robust and meaningful.		The organisation can provide evidence of how or where equality analysis/ impact assessment has informed decision-making and led to different, tailored services that have improved outcomes.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Impact assessments take account of the views of those affected by the policy or decision.		There is evidence that Members routinely take account of equality analysis/ impact assessment when making decisions.		The organisation captures information about what budget/service cuts mean to people's lives.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		
There is a process for ensuring that equality impact assessments are sufficiently robust.		Decisions around budget cuts and savings have taken account of cumulative impact.			
		Criteria	Key Evidence Against Criteria		
		The findings, recommendations and conclusions are shared effectively to inform decisions and planning.			
		Criteria	Key Evidence Against Criteria		
		Mitigating actions are identified where appropriate.			

Equality Objectives and Annual					
Developing		Achieving		Excellent	
10.1	Overall Summary	10.2	Overall Summary	10.3	Overall Summary

Equality objectives for the organisation have been set and published in accordance with the requirements to support the public sector Equality Duty.		Specific and measurable equality objectives have been integrated into organisational strategies and plans and action is being taken to achieve them. Outcomes are measured and monitored regularly by senior leaders.		The organisation can demonstrate a clear link between meeting their equality objectives and positive outcomes for its communities.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The specific duty to publish equality objectives has been met.		Equality objectives are integrated into organisational strategies and plans.		There is evidence that equality objectives have led to improved outcomes for people with protected characteristics.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Objectives are underpinned by robust equality analysis.		There is evidence of a link between equality objectives, business planning and performance management.		Actions to achieve priority outcomes are reviewed and regularly updated.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Objectives are SMART(Specific, Measurable Realistic, Achievable and Timely).		Progress is regularly monitored and reviewed.		Steps are taken if deficiencies are identified.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Members are kept informed of progress against equality objectives.		Stakeholders and staff are involved in the monitoring of objectives.	
				Criteria	Key Evidence Against Criteria
				An Annual Equality report is published and shared.	

Performance Monitoring and		Achieving		Excellent	
Developing					
11.1	Overall Summary	11.2	Overall Summary	11.3	Overall Summary
Appropriate structures are in place to ensure		The setting and monitoring of	Yes	The organisation uses the scrutiny process as	
		equality objectives is subject to		a driver for change. The organisation	
		challenge, including through any		benchmarks its achievements against	
		organisational bodies or groups and		comparable others and shares its experience	
		the political Overview and Scrutiny		in developing good practice.	
		process.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There is an appropriate and accountable	No, not within the Planning Service.	The Overview and Scrutiny function	Vaa	The organisation assesses its performance	
eadership group/ board/ forum who have	No, not within the Flanning Service.	is used to scrutinise and challenge	Tes	and outcomes against comparable	
esponsibility for the equality agenda.		equality analysis / impact		organisations.	
esponsibility for the equality agenda.		assessment objective setting and		organisations.	
		monitoring.			
Criteria			Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Sitteria	Rey Evidence Against Citteria	Cinteria	Rey Evidence Against Criteria	Cinteria	Rey Evidence Against Criteria
There are resources for supporting equality work.		The public are enabled to monitor		Review mechanisms are in place.	
		progress			
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Progress and responses are		Some outcomes and priorities have changed	
		reported regularly to the leadership		as a result of Scrutiny review.	
		of the organisation.		,	
					Key Evidence Against Criteria
				The organisation is approached on a regular	
				basis to provide examples of, or showcase	
				good practice.	

THEMATIC AREA 3 - Responsive			
Commissioning and Procuring			
Developing	Achieving	Excellent	

12.1	Overall Summary	12.2	Overall Summary	12.3	Overall Summary
The organisation ensures that procurement and commissioning processes and practice take account of the diverse needs of clients, and that providers understand the requirements of the public sector Equality Duty.	To the extent that the corporate procurement process and practices embed equalities, diversity and inclusion, the service does ensure that the public sector equality duty is met.	Mechanisms are in place to ensure that equality standards are embedded throughout the procurement cycle.	The procurement check point process includes a review of any equalities, diversity and inclusion standards by undertaking an assessment.	The organisation can demonstrate that commissioned/ procured services are helping it achieve its equality priorities.	More difficult to identify and demonstrate.
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Guidance is available for suppliers on the equality requirements for the procurement and commissioning process.	Throughout the process information and guidance is provided to potential providers.	The organisation considers how the public pound is spent in regards to local procurement and influence on the local economy.	To the extent that the commissioning of specialist services (which is typical) can benefit	There is evidence that contracts are being monitored using quantitative and qualitative analysis. The results are considered by both the supplier and client.	No.
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There are standard equality clauses for contracts.	Yes.	Specifications take account of the different needs of users, for example through equality analysis/ impact assessments.	Yes, as part of the check point process.	There is evidence of providers meeting the organisations equality objectives.	Yes, in the broadest sense, as to the public sector duty.
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Monitoring requirements are built into contracts to ensure equality issues are addressed.		Providers understand and can articulate a commitment to equality.	Yes
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		The organisation has an established Social Value Framework. The Social value of contracts is measured.	No	The organisation achieves considerable social value from its contracts	Questionable.
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		The performance of sub- contracting arrangements is measured.		Local procurement is positively influencing the local economy	Questionable.

Integration of equality objectives					
into service planning					
Developing		Achieving		Excellent	
13.1	Overall Summary	13.2	Overall Summary	13.3	Overall Summary
Structures are in place to ensure equality outcomes are integrated into business objectives.	The service is currently scoping its service plan. There is a good evidence base available to inform the plan but more consideration of how to integrate equality, diversity and inclusion is necessary.	Equality objectives are integrated into service plans across the organisation, with progress towards them performance managed by key decision makers.		The organisation can demonstrate that improvements and equality outcomes are being delivered across the business.	The annual monitoring report could be improve to demonstrate delivery but at present outcome are not disaggregated to reflect the protected groups.
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Service plans are monitored regularly to ensure that equality objectives are being met.		Objectives address inequality and equality gaps.		Service Plans are designed and written with equality objectives in mind.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Equality analysis is fed into planning and assessment of service plans.		The needs of protected groups are taken account of.		Business plans review past performance, demonstrate how past objectives have been achieved, review performance and set new objectives.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria

Customer care policies highlight the needs of protected groups.	Service users have opportunities to comment on how services are planned.		Gaps have been identified in terms of who may not be using the service and why. Action has been taken to change services in response.	
	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
	Objectives have specific timescales.		There is evidence of improved or improving outcomes, disaggregated where appropriate to demonstrate the effects on different communities/ protected groups.	
	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
	Resource implications have been properly assessed.		There is evidence that Services are being co- produced with service users.	
	Criteria	Key Evidence Against Criteria		
	Key decision makers demonstrate that they continuously monitor, review and evaluate performance for equality objectives.			
		Key Evidence Against Criteria		
	Equality integrated into the performance management.			

Service Delivery					
Developing		Achieving		Excellent	
14.1	Overall Summary	14.2	Overall Summarv	14.3	Overall Summarv
The organisation has systems to collect, analyse and measure how satisfied all sections of the community are with services.	Feedback from service users is collected across the various offers and regulatory services provided.	There is evidence that services are meeting the needs of a diverse community, and that take up of services is representative of the wider community.		The organisation has systems in place to use monitoring data and citizen feedback to redesign or adapt services to ensure equity of access, and can demonstrate where this has been done.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There are mechanisms in place for service users to be consulted about service development and delivery.	Yes, the service used its web pages, direct emails and notices.	Service users are consulted effectively before services are developed.		Services are co-produced with service users wherever possible and service users are able to influence changes.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Social Value and Collaborative Principles are reflected in the organisations practical service delivery.		Issues such as Social Prescription and Social Value are used to measure outcomes which are not delivered by the organisation.		Initiatives such as Community Asset Transfers and Community Right to Challenge are in evidence as delivered by local communities instead of the local authority.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
	Accommodation for the differing needs of various sectors to contact and access services using traditional methods, eg post and telephone, as well as online	Access to and appropriateness of services is monitored regularly by senior leaders and decision makers.	There is a general awareness but regular monitoring is limited to reviews of proposed service changes.	There is evidence of how levels of customer satisfaction with services have improved over time.	Most evidence is captured using through the corporate complaints and enquiries procedure, which may not yield an accurate picture of
	forms and email contact.				customer satisfaction in isolation.
Criteria	forms and email contact. Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	customer satisfaction in isolation. Key Evidence Against Criteria
It is clear who Service users are. Services carry out mapping exercises to identify and review current participation and to highlight gaps.	Key Evidence Against Criteria	Criteria Senior leaders and decision makers demonstrate that they continuously review and evaluate access to services.		Take up of services is representative of the community in proportions that would be expected.	Key Evidence Against Criteria
It is clear who Service users are. Services carry out mapping exercises to identify and review current participation and to highlight gaps. Criteria		Senior leaders and decision makers demonstrate that they continuously review and evaluate access to services. Criteria	Key Evidence Against Criteria Key Evidence Against Criteria	Take up of services is representative of the community in proportions that would be expected.	
It is clear who Service users are. Services carry out mapping exercises to identify and review current participation and to highlight gaps. Criteria The organisation collects data about user satisfaction with its services. The mapping and satisfaction data collected is disaggregated by different equality groups or vulnerable communities.	Key Evidence Against Criteria Key Evidence Against Criteria	Senior leaders and decision makers demonstrate that they continuously review and evaluate access to services.	Key Evidence Against Criteria	Take up of services is representative of the community in proportions that would be expected. Criteria There are examples of how different customers' experiences are analysed and acted upon.	Key Evidence Against Criteria Key Evidence Against Criteria
It is clear who Service users are. Services carry out mapping exercises to identify and review current participation and to highlight gaps. Criteria The organisation collects data about user satisfaction with its services. The mapping and satisfaction data collected is disaggregated by different equality groups or vulnerable communities. Criteria	Key Evidence Against Criteria	Senior leaders and decision makers demonstrate that they continuously review and evaluate access to services. Criteria Data about access to services and user satisfaction is used in equality analyses/ equality impacts		Take up of services is representative of the community in proportions that would be expected. Criteria There are examples of how different customers' experiences are analysed and acted upon.	Key Evidence Against Criteria
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Appropriate mechanisms are in place to ensure that Human Rights considerations are identified when planning services and that customers and citizens are treated with dignity and respect.	Human Rights issues are understood and considered when delivering services to customers and clients.		
	Criteria	Key Evidence Against Criteria	
	Human Rights guidance is available for staff and decision makers have up to date knowledge.		

15.1         Overall Summary         15.2         Overall Summary         15.3         Overall Summary           market and se nechanisms i place to monitor         The organisation canderstands is to call devised with and traineling on the service avait and understands on the service avait and under service profile or the service avait and under service avait and under service profile or the service avait and under service avait and under service profile or the service avait and under service avait avait and under service avait av	
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15.1         Overall Summary         15.2         Overall Summary         15.3         Overall Summary           ne organisation understands its local labour arket, and has mechanisms in place to monitor         Yes, the service has a good understanding of the arket, and has mechanisms in place to monitor         The organisation can demonstrate movement towards greater diversity professional and technical expertise needed.         The organisation can demonstrate movement towards greater diversity without first collecting past workforce profile file compared with previous years, including increasing the levels of previously under-represented groups at all levels of the organisation.         The organisation and technical expertise needed.         The service actively seeks to ensure that the movement towards greater diversity without first collecting past workforce profile file workforce profile compared with previous years, including increasing the levels of previously under-represented groups at all levels of the organisation.         The service community is serves / broadly reflects the community it serves / increasing the levels of previously under-represented groups at all levels of the organisation.         Criteria         Key Evidence Against Criteria         Criteria         Key Evidence Against Criteria         Key Evidence Against Criteria         Yes. These include having diverse shortlisting and interview panels, metroting and use of disproportionality in regard to its workforce.         The service has not collected evidence of disproportionality in regard to its workforce.         The service diversity.         Yes. These include having diverse shortlisting and interview panels, metroting and use of disproportionality in regard to its workforce.	riteria
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15.1       Overall Summary       15.2       Overall Summary       15.3       Overall Summary         The organisation understands its local labour market, and has mechanisms in place to moritar labour ts workforce against protected characteristics.       Yes, the service has a good understanding of the professional and technical expertise needed.       The organisation can demonstrate movement towards greater diversity in its workforce profile compared without first collecting past workforce profile data. multipreviews workforce profile data. which may be held by business partners, eg human resources.       15.3       Overall Summary         Understands       The organisation can demonstrate movement towards greater diversity without first collecting past workforce profile data. major providers of commissioned services.       The service actively ensures that the major providers of commissioned services / broadly reflects the community it serves / local labour market.	
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15.1 Overall Summary 15.2 Overall Summary 15.3 Overall Summary	
	Developing
Norkforce Diversity	Norkforce Diversity
FIEMATIC AREA 4 - Diverse and	HEMATIC AREA 4 - Diverse and

Developing		Achieving		Excellent	
16.1	Overall Summary	16.2	Overall Summary	16.3	Overall Summary
The organisation's workforce strategies and policies include equality considerations and objectives.		The equality objectives contained within workforce strategies are implemented and monitored.		Prioritised equality outcomes for the whole workforce are being achieved.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
All employment policies and procedures comply with equality legislation and employment codes of practice.		The organisation has a basic set of policies and practices to enhance workforce equality and diversity including reasonable adjustments, equal pay, flexible working and family friendly policies.		The organisation has an excellent set of policies and procedures in place which are actively promoted to staff from all protected groups and used by managers to promote equality.	

Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation's workforce strategy identifies equality issues.		The equality aspects of the organisation's workforce strategy are being implemented and tracked.		Strategic, innovative and holistic approaches have been considered to improve outcomes.	
	Key Evidence Against Criteria				Key Evidence Against Criteria
Targets and objectives are based on internal monitoring, staff consultation and the assessment of the local labour market and barriers to employment.		When necessary, changes have been made as a result of equality analysis findings.		Staff are involved in developing and monitoring these policies.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
New/changing employment policies and procedures are assessed for their impact on people with protected characteristics.		Managers apply policies and practices across the authority in a consistent manner for all staff.		Positive and tangible outcomes have been delivered as a result of the implementation of a wide range of policies and practices.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
All employment and training related policies are regularly reviewed.		Staff are engaged positively in employment and service transformation and in developing new roles and ways of working. Trade unions and partners are involved.		The organisation compares well with others.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The council is using its workforce data to develop training and development strategies that can support a wider equalities agenda for employees.		The training and development offer supports a wider equalities agenda for the organisation.		Outcomes are communicated to staff with protected characteristics.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
A range of inclusive structures are in place to engage and involve staff.		Training courses and development interventions are meeting the needs of different groups, and are making a difference in getting underrepresented groups of staff up the leadership ladder.		The organisation has high satisfaction levels across all staff groups in respect of staff engagement.	
				Criteria	Key Evidence Against Criteria
				Training and development strategies are proven to be making a significant difference to the wider equality agenda for employees and for workforce diversity.	

Collecting, Analysing and					
Developing		Achieving		Excellent	
17.1	Overall Summary	17.2	Overall Summary	17.3	Overall Summary
Systems are in place to collect and analyse employment data across a range of practices (recruitment, training, leavers, grievance and disciplinaries etc).		The organisation regularly monitors, analyses and publishes employment data in accordance with its statutory duties.		The authority has a robust and comprehensive set of employment data and uses this to inform its workforce strategy and management practice.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation reports annually on its Gender Pay Gap.		Data on applicants, people shortlisted and the composition of the workforce is systematically collected. This can be disaggregated by the protected characteristics.		Workforce data includes a wide range of information and protected characteristic profiles including pay levels, training opportunities, appraisal ratings.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
People are encouraged to provide data and there are initiatives in place to increase the disclosure of equality information by staff.		The organisation's Gender Pay Gap is reducing and it is addressing any race pay gap.		The organisation considers pay gaps across other areas of inequality such as religion and belief/ race- ethnicity/ age, disability etc.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Diversity monitoring information is separated from recruitment decisions and held securely.		There is evidence that workforce data is analysed and reported to senior leaders regularly.		The organisation understand the effects of employment policy and practice on its workforce.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria

GDPR processes are in place and regulations are being met.	Workforce information is published to cover basic legal requirements and includes analysis of pay/job evaluation outcomes.		The organisation has sufficient information about staff to inform robust equality analysis.	
	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
	There is evidence that the organisation is actively working on reducing its Gender Pay Gap.		The workforce profile is updated regularly.	
	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
	Criteria Action has been taken as a result of monitoring, trends are being identified and used to help establish objectives.	Key Evidence Against Criteria	Criteria Data is looked at organisationally and service by service.	
	Action has been taken as a result of monitoring, trends are being identified and used to help establish		Data is looked at organisationally and service by service.	

Learning and Development	earning and Development							
Developing		Achieving		Excellent				
18.1	Overall Summary	18.2	Overall Summary	18.3	Overall Summary			
The organisation carries out regular assessments of the training and learning and development needs required to ensure its counciliors and officers are equipped to understand their equality duties and take action to deliver equality outcomes.		The organisation provides a range of accessible learning and development opportunities to support councillors and officers in achieving equality objectives and outcomes.		Decision makers understand the importance of equality when making decisions and in how they use resources. Services are provided by knowledgeable and well-trained staff who are equipped to meet the diverse needs of local communities.				
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria			
An assessment has been made as to what equality-related training, learning or development is required.		Equality and diversity forms part of the training and development for key decision makers.		Managers and staff are accountable for ensuring equality outcomes. They can give examples of improved equality outcomes they have contributed to.				
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria			
Appropriate behavioural competencies have been identified for the workforce.		There is evidence that equality issues are mainstreamed into all training (e.g. training on customer care.		Good performance is recognised in the appraisal process and more generally.				
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria			
Induction training for new Members includes equality and all Members are offered Equality training.		Different methods are used to promote learning to a wide audience (e.g. standard courses, coaching, mentoring).		Staff feel their skills have improved and that they are able to relate effectively with a range of clients.				
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria			
Appraisal processes ensure staff and managers are aware of their equality-related responsibilities and accountabilities.		Management and individual appraisals include specific equality objectives for the service area.		Staff can answer questions about the council's equality priorities.				
				Criteria	Key Evidence Against Criteria			
				Feedback from service users in protected groups is positive about the skills of staff in dealing with their issues.				

Health and Wellbeing						
Developing		Achieving		Excellent		
19.1	Overall Summary	19.2	Overall Summary	19.3	Overall Summary	
The organisation has begun to consider how it		The organisation promotes the		There is a positive health and wellbeing		
can address the key employee health and		health and well-being of staff in its		culture throughout all levels and areas of the		
wellbeing issues.		workforce and other policies.		service.		
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	

The organisation uses workforce data and other information from staff to determine what its health and wellbeing priorities are.		There is a coherent Health and Wellbeing Strategy that addresses a range of related issues.		Approaches to health and wellbeing are innovative.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation has assessed all aspects of the working environment to ensure that the needs of all its employees are met.		Improvements have been made to the working environment.		.The organisation has adopted the Social model of disability	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
A range of inclusive mechanisms are in place to engage and involve staff.		Staff are engaged positively in employment and service transformation and in developing new roles and ways of working.		There have been significant outcomes in the health and wellbeing of all staff including those with protected characteristics.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Policies and systems are in place to identify, prevent and deal effectively with harassment and bullying at work.		Reasonable Adjustments are provided in a timely fashion consistently across the organisation.		There are high satisfaction levels with the working environment across all staff groups particularly those with protected characteristics.	
Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation has a policy for Reasonable Adjustments for staff and Members and managers are trained to implement it.		Occupational health works closely with HR to identify and address absence trends.		The organisation has high satisfaction levels across all staff groups in respect of staff engagement.	
	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Occupational health services are provided.		Managers have received training on mental health awareness and say they are equipped to address staff issues.		Harassment and bullying at work is dealt with effectively and staff say that they are treated with dignity and respect.	
Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria		
The organisation has started to address mental health issues in the workplace		Harassment and bullying incidents are monitored and analysed regularly.			
		Criteria	Key Evidence Against Criteria		
		Appropriate action is taken to address the issues that have been identified.			

D	Equality	 	41.1.1

Race Equality - please relate this criteria to your local workplace, service provision and communities

you serve.						
Developing			Achieving		Excellent	
20.1	Overall Summary		20.2	Overall Summary	20.3	Overall Summary
The organisation has begun to consider how it can address the key employee race equality, issues, concerns and barriers.			The organisation promotes and practices race equality in its workforce and other policies.		There is a positive and inclusive race equality culture and performance throughout all levels and areas of the service.	
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next S	teps
Secondments	Are they transparent, fair, advertised, open and merit based?					
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next S	teps
Recognition, pay and reward	Is everyone recognized fairly and consistently? Is there unfairness in pay and performance (eg ratings) and reward (eg recognition payments)? Is there an ethnicity pay gap?					
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next S	teps

Policies and Best Practice	Is flexible working / work life balance equally offered? are reasonable adjustments consistent and meet individual needs? Are all policies and processes free from discrimination and bias?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Recruitment	Is the process equitable and fair? Are there equal internal progression opportunities? Is there bias in recruitment practices? Do applicant and hiring rates reflect local communities?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Mentoring and Coaching	Is there a culture of mentoring and coaching, accessible and available to all? Are there reverse mentoring opportunities? Can all staff discuss and get development with their line managers? Are there role models?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Progression	Do BAME staff have long length of service, poor progression, unable to showcase / demonstrate ability and are there unequal access to opportunities. Is there recruitment bias in progression? Are internal pipelines understood?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Retention	Is there a poor employee experience and what does it look and sound like? Is there poor behaviours, internally and externally and ways to call these out, tackle and resolve these? Is there high BAME turnover re joiners and leavers? Are we representative at all grades?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Employee Network Groups	Are there effective Network Groups, with clear terms of reference, standard operating procedures, senior sponsors, committees and a clear governance structure and pathways? Do they have an evidenced workplan, a communications plan and act as a constructive and focused forum, providing insight and employee voice to help inform organisational needs.				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Employee Voice and Speaking Out	Are BAME staff able to speak out, report and surface any workplace issues, in relation to behaviours, decisions, pay and reward, abusive customers Will these be taken seriously. Are there unintended consequences for the victim? Is there a culture of under reporting.				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Culture	Are there in-groups, out-groups, favoritism, bias? Is there low confidence, self-esteem for BAME Stati? Is there an inclusive culture and behaviours? Are there excluding behaviours and what are they ?				

	I				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Performance	Are there disparities in objective setting, performance reviews, workplace allocation and performance ratings for BAME staff? Are there less exceeded target ratings for BAME staff?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Line Management relationship and practice	Is line management inclusive? Is there consistent wellbeing support, respect, development opportunities and line management? Can you call out poor behaviours to line managers, who will help you to resolve them?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Workplace practices	Are all processes, procedures and practices consistent, of high quality with no adverse impacts on BAME staff. Are BAME staff given unfavourable work allocation, shift patterns, hazardous work?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Employee Relations	Are there any disparities in HR cases brought forward by BAME staft? Are there disparities in outcomes? Are there disparities in BAME employees experiencing disciplinary procedures and disproportionate outcomes / sanctions? Is there a healthy Employee Relations culture between the TUs and organisation on Race Equality? How satisfied are BAME staff with the outcomes of formal / informal complaints and concerns? Are BAME staff confident about speaking up on issues pertaining to race and racism (whether about the workplace, service delivery or societal)?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Development opportunities	Is there consistent and fair opportunities to learning and development opportunities for non-mandatory courses, local opportunities, shadowing, projects, daily tasks? Are development plans supportively discussed and recorded during performance reviews?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Impact Assessments	Is there an effective work practice of timely and meaningful Equality and Health Impact Assessments and do they fully consider, consult and improve outcomes for BAME employees, service users and communities. Are managers skilled in delivering these and leaders skilled in reviewing these? Is the political leadership skilled and adept at understanding EDI implications and mitigation decisions?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Governance	Is there clear Governance structures, EDI sponsors and local leads and measures? How do we actively monitor need, progress and impact? Are we aware of our drivers (internal, external, legal, Public Authority, regulatory, GLA, London Councils). Are all individual responsibilities clearly understood and delivered?				

Criteria	Criteria Description	Key Evidence Against Developing	κey Eviαence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Leadership	Is the leadership pro-actively engaged in the EDI Agenda. Is the leadership actively anti-racist. Does the leadership create active leadership listening opportunities? Does the leadership attend Inclusive Leadership development? Do Leaders have EDI performance targets, measures, with leadership development on how to deliver against these? Do our leadership and managers have the cultural intelligence to manage and support a diverse workforce?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Data and Reporting	Are there dashboards, scorecards, inclusion index, recruitment data, staff survey data, effective reporting, service users data and integrated People Plans? Do these show a clear BAME analysis and narrative? Are these circulated and do managers have the skills to interpret and respond by changing employment practice and service provision? Is the Ethnicity Pay Gap a potential analysis to conduct.				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Frontline Employee Experience	Are there differential and adverse experiences of BAME staff, due to their background? Are these reported and responded to by the organisation? Is the required support provided? Are services designed to protect and safeguard staff?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Community Relationships	What is the Council's reputation as an employer of choice? Are there tensions in the community between different groups? Does the Council understand the demographic diversity and needs of different customer, service users and community groups? How does the Council understand this and use this intelligence to design and deliver inclusive and accessible services, safeguarding staff?				
Attitudes, perceptions, values and beliefs and systemic race inequality	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
	Inclusion (issues not people) – Are issues/concerns pertinent to race proactively included/welcomed from the outset without resistance (and without having to be proposed by BAME staff)?				
	Perceptions (of none BAME staff) – From the perspective of non-BAME staff, how proactive is Havering Council in dealing with issues of race/racism and how well does it deliver on these issues?				
	Perceptions (of BAME staff) – From the perspective of BAME staff, how proactive is Havering Council in dealing with issues of race/racism and how well does it deliver on these issues?				
	Perceptions (by BAME staff) – From the perspective of BAME staff, how proactive is Havering Council in dealing with issues of race/racism and how well does it				

Attitudes (of non-BAME staff) – T BAME staff, across all grades, un of race inequality in Britain, the in citizens and their role in becomin	iderstand the impacts npact it has on BAME	
What is the visible leadership, HF commitment and practices, in tac race inequality?		
Systemic Racism – How well is ra and global) recognised and under the effect it have on issues / deci within the borough and the counc	rstood, in particular sions and behaviours	

## Race, Equality, Accessibility, Diversity and Inclusion (READI) - Service Evidence Capture Self-Assessment

		-			
Directorate : Neighbourhoods			Service Name /s : Registration &	& Bereavement Services	
Nominated Lead : REDACTED					
How To Guide :					
There are 4 thematic areas to provide evidence for (plea- - specific, service related examples of policies, procedur	atically update. It is divided into service specific tabs. Pl ase note the additional Race Equality Section in Theme 4) es and practice that have positive impacts and outcomes arriers to more inclusive service provision, workplaces an once exists or state in progress if this is planned	. Please only fill in the most rele for diverse groups		olumn "Developing" put in :	
- once complete, fill in the overall summary of performa		port			
THEMATIC AREA 1 - Understanding and Workir	ng with your Communities				
Collecting and Sharing Information					
Developing 1.1	Overall Summary	Achieving 1.2	Overall Summary	Excellent 1.3	Overall Summary
1.1 The organisation has gathered and published information and	Overall Summary	1.2 Relevant, proportionate and	Overall Summary	1.3 A comprehensive set of information about	Overall Summary
The organisation has gathered and published information and data on the profile of its communities and the extent of inequality and disadvantage. Plans are in place to collect, share and use equality information with partners.		Relevant, proportionate and appropriate information about the local communities and their protected characteristics is being gathered. Information is shared across the organisation and with partners		A comprehensive set of information about local communities/protected characteristics needs and outcomes is regularly updated and published and used to identify priorities for the local area	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation is clear about what sources of information (both local and national) are relevant and useful.		Information is disaggregated and analysed on the basis of different communities, including those sharing protected characteristics.		The Council is working with partners to continuously develop new and innovative data sharing platforms.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation knows what information is already being collected – internally and by its partners, including voluntary and community sector stakeholders?		Quantitative and qualitative research methods are used to gather data and information.		The organisation has a sophisticated understanding of the difference between the equality profile of their local area and how that translates to inequalities for different groups.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Some information and data has been gathered and published.		National and regional data is used and analysed.		Changing needs are identified and prioritised across a wide range of services and outcomes by, for example, referring to the Equality and Human Rights Commission's Equality Measurement Framework.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation is working with its partners to ensure information is shared effectively.		Information from ward councillors is gathered in a systematic way.		Data is regularly updated and used to set priorities across the organisation and in different services, by geographical area and by protected characteristic.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Partners ensure efficient collection of data that avoids duplication.		Data is easily accessed, shared and used by departments across the organisation.		There is evidence of a continuous improvement of the quality of the data.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria

The authority is compliant with GDPR legislation in its collection,	The organisation is working with		The organisation is working with partners to	
analysis storage and use of data and information	partners to address identified gaps		ensure that changing needs are identified and	
	in information. Data is		met.	
	disaggregated using the same or			
	similar categories.			
	ommar oakogonoo.			
	Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria
	Information is being shared to		Voluntary and community sector	
	identify and measure equality gaps		partners/health colleagues and stakeholders	
	and to inform outcomes for the area.		access and use the information.	
	Criteria	Key Evidence Against Criteria		
	There are robust and effective			
	protocols in place for sharing			
	information between partners and to			
	ensure data protection			
	choure data protection			
	Criteria	Key Evidence Against Criteria		
	Information is being captured about			
	health inequality.			

Developing		Achieving		Excellent	
2.1	Overall Summary	2.2	Overall Summary	2.3	Overall Summary
Systems are being developed to analyse soft and hard	1	Information and data is		Up to date and comprehensive equality data	
data/intelligence about communities, their needs and aspirations.		disaggregated and analysed to		is used regularly to plan and assess impacts	
		support the assessment of local		of decisions.	
		need, impacts of changes to		or decisions.	
		services and priorities.			
		services and priorities.			
riteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation is developing and improving systems for		Data is used to inform the setting of	noy Endence Againet entena	The organisation and its partners are using	noy Endence Againet entena
collating and analysing the different sets of data being collected.		relevant equality objectives, and		data in the most innovative ways such as	
Jonating and analysing the different sets of data being collected.					
		these are regularly monitored.		predictive analytics to target service	
				interventions	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Information is collected by front-line staff or key decision makers		Data is used in service planning,		Data is being used to predict and measure	
and taken account of.		commissioning and decision		demand for services	
		making.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The authority is compliant with GDPR legislation, analysis and		Data is continuously gathered and		Achievement of outcomes are measured and	
use of data and information		analysed.		there is evidence of gaps being narrowed.	
		-			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Information is disaggregated in a		Performance is monitored against equality	
		meaningful way, by relevant		objectives and outcomes including procured	
		protected characteristic and other		and commissioned services, and with key	
				partners and other stakeholders	
		factors (such as deprivation or		partners and other stakeholders.	
		factors (such as deprivation or rurality) and analysed on a regular		partners and other stakeholders.	
		factors (such as deprivation or rurality) and analysed on a regular basis. Information is used to identify		partners and other stakeholders.	
		factors (such as deprivation or rurality) and analysed on a regular		partners and other stakeholders.	
		factors (such as deprivation or rurality) and analysed on a regular basis. Information is used to identify		partners and other stakeholders.	
		factors (such as deprivation or rurality) and analysed on a regular basis. Information is used to identify and prioritise on the basis of need.			
		factors (such as deprivation or rurality) and analysed on a regular basis. Information is used to identify and prioritise on the basis of need.	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		factors (such as deprivation or rurality) and analysed on a regular basis. Information is used to identify and prioritise on the basis of need. Criteria Information and data is used	Key Evidence Against Criteria	Criteria Equality outcomes for commissioned and	Key Evidence Against Criteria
		factors (such as deprivation or rurality) and analysed on a regular basis. Information is used to identify and prioritise on the basis of need. Criteria Information and data is used effectively as part of impact	Key Evidence Against Criteria	Criteria Equality outcomes for commissioned and procured services are monitored and reported	Key Evidence Against Criteria
		factors (such as deprivation or rurality) and analysed on a regular basis. Information is used to identify and prioritise on the basis of need. Criteria Information and data is used effectively as part of impact assessment/ risk assessment and	Key Evidence Against Criteria	Criteria Equality outcomes for commissioned and	Key Evidence Against Criteria
		factors (such as deprivation or rurality) and analysed on a regular basis. Information is used to identify and prioritise on the basis of need. Criteria Information and data is used effectively as part of impact	Key Evidence Against Criteria	Criteria Equality outcomes for commissioned and procured services are monitored and reported	Key Evidence Against Criteria
		Intervation and septivation or rurality) and analysed on a regular basis. Information is used to identify and prioritise on the basis of need. Criteria Information and data is used effectively as part of impact assessment risk assessment and giving due regard to the public	Key Evidence Against Criteria	Criteria Equality outcomes for commissioned and procured services are monitored and reported	Key Evidence Against Criteria
		factors (such as deprivation or rurality) and analysed on a regular basis. Information is used to identify and prioritise on the basis of need. Criteria Information and data is used effectively as part of impact assessment/ risk assessment and	Key Evidence Against Criteria	Criteria Equality outcomes for commissioned and procured services are monitored and reported	Key Evidence Against Criteria

Effective Community Engagement Developing					
		Achieving		Excellent	
3.1	Overall Summary	3.2	Overall Summary	3.3	Overall Summary
Inclusive community engagement structures are being developed		Engagement mechanisms and		Formal and informal interactions takes place	
throughout the organisation.		structures are in place to involve		between the organisation and its diverse	
niougnout the organisation.		equality stakeholders and scrutinise		communities. Communities from across the	
here are opportunities for communities to be involved in		service delivery, decision- making		protected groups are actively participating in	
		and progress. The organisation		protected groups are actively participating in	
lecision making.				and influencing decision making.	
		engages with all its communities			
		when making decisions, including			
		those with protected characteristics.			
				a 1: - 1	
riteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
he organisation has an engagement strategy. It is clear about		People from protected groups are		There are a range of innovative approaches to	
fferent levels of engagement (i.e. informing, consulting,		encouraged and enabled to		involving communities and arrangements are	
articipating, co-producing) and when these are appropriate.		participate in decision making.		made to meet specific or individual needs.	
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iteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
			noy Endence Against Ontena		noy Entende Against ontend
ngagement structures are in place		A range of engagement		Vulnerable people/ communities are	
,		methodologies are used.		participating including the hardest to reach in	
				the community.	
	1				1
ł		1			
riteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
here are opportunities for protected groups to be engaged with	1	Priorities have been changed as a	- · · · · · · · · · · · · · · · · · · ·	There is evidence that mainstream	
ecision making.'		result of engagement with a clear		engagement mechanisms are increasingly	
ecision making.					
		and demonstrable evidence basis.		involving previously under-represented	
				groups.	
riteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
he organisation can evidence examples of these opportunities.		The organisation and partners		Communities are encouraged or supported to	
•		engage collectively/share		influence or make decisions.	
		information and results of			
		engagement activities to ensure that			
		particular groups are not being over			
		consulted with.			
•					
riteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
	Key Evidence Against Criteria		Key Evidence Against Criteria		Key Evidence Against Criteria
hared engagement structures/mechanisms are in development	Key Evidence Against Criteria	There is an increase in the	Key Evidence Against Criteria	Staff and stakeholders are able to describe	Key Evidence Against Criteria
hared engagement structures/mechanisms are in development	Key Evidence Against Criteria	There is an increase in the involvement of underrepresented	Key Evidence Against Criteria	Staff and stakeholders are able to describe levels of influence within the community and	Key Evidence Against Criteria
hared engagement structures/mechanisms are in development	Key Evidence Against Criteria	There is an increase in the	Key Evidence Against Criteria	Staff and stakeholders are able to describe	Key Evidence Against Criteria
hared engagement structures/mechanisms are in development th partners.		There is an increase in the involvement of underrepresented groups.		Staff and stakeholders are able to describe levels of influence within the community and changes made as a result.	
hared engagement structures/mechanisms are in development ith partners. riteria	Key Evidence Against Criteria Key Evidence Against Criteria	There is an increase in the involvement of underrepresented groups.	Key Evidence Against Criteria Key Evidence Against Criteria	Staff and stakeholders are able to describe levels of influence within the community and changes made as a result. Criteria	Key Evidence Against Criteria Key Evidence Against Criteria
criteria hared engagement structures/mechanisms are in development vith partners. criteria here are some shared engagement activities with partners.		There is an increase in the involvement of underrepresented groups. Criteria Engagement with the community		Staff and stakeholders are able to describe levels of influence within the community and changes made as result. Criteria Key decision makers are involved in the	
hared engagement structures/mechanisms are in development ith partners. riteria		There is an increase in the involvement of underrepresented groups.		Staff and stakeholders are able to describe levels of influence within the community and changes made as a result. Criteria	
hared engagement structures/mechanisms are in development ith partners. riteria		There is an increase in the involvement of underrepresented groups. Criteria Engagement with the community and voluntary sector and the wider		Staff and stakeholders are able to describe levels of influence within the community and changes made as result. Criteria Key decision makers are involved in the	
hared engagement structures/mechanisms are in development ith partners. riteria		There is an increase in the involvement of underrepresented groups. Criteria Engagement with the community and voluntary sector and the wider community effectively inform		Staff and stakeholders are able to describe levels of influence within the community and changes made as result. Criteria Key decision makers are involved in the	
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Feedback is given and people	n the	Where there is very limited or no actual	
community are able to challen	e	representation within a local demographic, the	
and have their views taken acc	bunt	ability to cater for difference is in evidence.	
of.			

Fostering good community relations					
Developing		Achieving		Excellent	
4.1	Overall Summary	4.2	Overall Summary	4.3	Overall Summary
Structures are in place within the organisation and across partnerships to understand community relationships and map community tensions.		The organisation and its partners have a strong understanding of the quality of relations between different communities and collectively monitor relations and tensions. The organisation and its partners are actively engaged in planning and delivering activities that foster good relations.		The organisation takes a sophisticated approach to fostering good relations which has resulted in measurable improvements in relationships between diverse communities	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There are joint partnerships responsible for monitoring community tensions.		Harassment and hate crimes are monitored and analysed regularly		Information is available to show there has been an improvement in community relations.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The Community Safety Strategy addresses the issue of community cohesiveness		Appropriate action is taken to address the issues that have been identified.		The organisation works with others to improve performance on good relations between diverse communities.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Council leaflets/ posters/ communications/ events promote positive relations.		Members play a role in monitoring community relations and reporting intelligence		The Council's leaders maintain a high profile on community relations. The Council makes use of Members' links with different communities depending on circumstances.	
			Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Data is available, and is it disaggregated to cover the protected characteristics.		The Council plays a leading role in bringing the partners and the community together if there are serious incidents of hate crime.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Data is regularly analysed and acted upon.		There is obvious and demonstrable cross- over between equality, diversity and community cohesion.	
			Key Evidence Against Criteria		
		Stakeholders and communities are involved in the monitoring.			

Participation in public life					
Developing		Achieving		Excellent	
6.1	Overall Summary	6.2	Overall Summary	6.3	Overall Summary
The organisation has a clear understanding of the level of participation in public life by different communities/protected characteristics. This can include involvement in local democracy and representation e.g. school governors, councillors, board members of voluntary/statutory sector organisations.		Local people are encouraged to participate in public life or in other activities where they are under- represented. The Council uses a range of different methods and it is able to innovate and find new ways to extend participation in certain communities.		There is an improvement in the participation rates of under-represented groups in public life. The organisation can demonstrate that people across a range of protected characteristics are able to influence decisions	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Information/data is gathered about the extent of involvement in public life		The organisation actively informs and involves local people, including under-represented groups, in opportunities for public participation.		There is evidence that improvements have been achieved.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria

	Outreach work or public campaigning has been undertaken to increase levels of participation by protected groups.	More people from under-represented groups are participating across a wider range of activities.	
		Criteria	Key Evidence Against Criteria
		Decision makers are from a wider range of	
		backgrounds.	

eadership					
Developing		Achieving		Excellent	
7.1	Overall Summary	7.2	Overall Summary	7.3	Overall Summary
he political and executive leadership have publically committed		Political and executive leaders	,	Leaders have gained a reputation within the	
reducing inequality, fostering good relations and challenging		demonstrate personal knowledge		community and with all of its partners for	
iscrimination.		and understanding of local		championing equality, balancing competing	
		communities and continue to show		interests and fostering good relations.	
		commitment to reducing inequality.			
riteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
enior leaders in the organisation have stated their commitment	Ney Evidence Against Ontena	Senior leaders can demonstrate their	Ney Evidence Against Ontena	The organisation is able to show that even	Rey Evidence Against Onteria
a diverse workforce and have made clear what is expected		commitment to equality in decision		when making difficult decisions it continues to	
om staff when delivering services to the community		making and how this informs the		demonstrate a clearly articulated and	
		way the organisation responds to		meaningful commitment to equality.	
		challenges		3,	
	Key Faldence Andread Original	0-141-	Key Friday a Anginat Oritaria	Oritoria	Kan Friddaman Analast Oslani
riteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
eadership on equality is demonstrated in a way that is		Senior leaders demonstrate		Senior leaders have and own clear knowledge	
ecognised and understood by the organisation and local		knowledge and commitment to		of local equality priorities and how and why	
ommunities.		equality issues. They 'walk the talk'		they are being addressed.	
				· •	
riteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
	Key Evidence Against Criteria		Key Evidence Against Criteria		Key Evidence Against Criteria
eaders have publicly committed to improving equality in their		There is evidence that equality		Senior leaders act as ambassadors for the	
rea.		considerations inform their decision		equality agenda.	
		making.			
		5			
riteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
he organisation has established and publicised a strong		Senior leaders understand the value	Ney Evidence Against ontena	Senior leaders personally challenge	Rey Evidence Against Ontena
usiness case for its equality work.		and impact good communications		inequalities and drive an improvement	
		can have and ensure that		agenda.	
		publications, websites and other		-	
		communications channels are as			
		diverse as possible			
riteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
he organisation regularly communicates its commitment to		The organisation promotes a		Staff, the community or the voluntary and	
romoting equality to staff and the community		positive narrative around equality		community sector can offer good examples of	
		and good relations across the whole		how effective communication and	1
		community		engagement with the Council has enabled the	
		community			
				organisation to prevent or manage tensions	
				between different equality groups.	
		1			
riteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
nere is evidence that publications reflect the organisation's		There are examples of where the		The organisation plays a role in ensuring that	
		organisation and its partners have		all stakeholders collectively manage the	
ommitment to equality and fostering good relations.		had to take unpopular decisions but		conflicting needs of their communities.	
ommitment to equality and fostering good relations.				commonly needs of their communities.	
ommitment to equality and fostering good relations.					
mmitment to equality and fostering good relations.		still managed to keep local			
ommitment to equality and fostering good relations.					
mmitment to equality and fostering good relations.		still managed to keep local			
nmitment to equality and fostering good relations.		still managed to keep local			
mitment to equality and fostering good relations.		still managed to keep local	Key Evidence Against Criteria		

	The organisation has taken steps to counter negative stereotypes or dispel myths.		

Priorities and Partnership Working					
Developing		Achieving		Excellent	
8.1	Overall Summary	8.2	Overall Summary	8.3	Overall Summary
Partnership working arrangements are being reviewed with the		There is a coherent, shared vision of		The organisation can demonstrate success in	
voluntary and community sector and the wider community to		equality for the local area, with clear		working with partners in the public, private,	
ensure that local equality priorities are addressed		priorities which have been agreed		community and voluntary sectors to address	
		and understood by all key		equality priorities, which are reviewed on a	
		stakeholders, including the voluntary		regular basis.	
		and community sector.			
Criteria	Kev Evidence Against Criteria	Criteria	Kev Evidence Against Criteria	Criteria	Kev Evidence Against Criteria
Corporate and partnership documents capture the commitment		There are shared equality priorities,		Staff, the community or the voluntary and	
of the organisation and partners to equality.		objectives and outcomes for the		community sector give good examples of	
		local area which are understood and		improved outcomes/ reduced inequality/	
		acted on at all levels within the		improvements in health inequality.	
		organisation.			
		organioation.			
Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria		Key Evidence Against Criteria
Equality objectives are reflected in local strategic planning.		There is a clear shared vision for the area.		Review mechanisms are in place.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		The organisation and its partners		There is evidence that cross-organisational	
		monitor, review and evaluate		learning is taking place.	
		performance against equality			
		priorities, including inequality and			
		health inequality.			
	+	Criteria	Kev Evidence Against Criteria	Criteria	Kev Evidence Against Criteria
		The results of these activities	,	The community and voluntary sector say that	,
				they are treated as equal partners by the	
		contribute directly to the		they are treated as equal partners by the	
		contribute directly to the development of the organisation's		they are treated as equal partners by the Council.	
		contribute directly to the			

Assessing Equality Impact in Policy and Decisi	ssessing Equality Impact in Policy and Decision Making								
Developing		Achieving		Excellent					
9.1	Overall Summary	9.2	Overall Summary	9.3	Overall Summary				
Due regard is taken to the aims of the general equality duty when making decisions and when setting policies.		Equality analysis/ impact assessment is integrated systematically into planning and decision making across the organisation.		The organisation can demonstrate that improvements in equality outcomes are being delivered as a result of effective equality analysis/ impact assessment, and that negative impacts have been mitigated.					
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria				
The organisation has an agreed approach to conducting equality analysis/ impact assessment of policy and service decisions.		There is senior level commitment to using and understanding equality analysis/ impact assessment to inform planning and decision making.		The organisation can demonstrate how equality analysis/ impact assessment has been used to identify needs and improve outcomes/ reduce inequality.					
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria				
Training and support on equality analysis/ impact assessment is available.		The organisation's assessments are accessible, robust and meaningful.		The organisation can provide evidence of how or where equality analysis/impact assessment has informed decision-making and led to different, tailored services that have improved outcomes.					
riteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria				

Impact assessments take account of the views of those affected by the policy or decision.		There is evidence that Members routinely take account of equality analysis/ impact assessment when making decisions.		The organisation captures information about what budget/service cuts mean to people's lives.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		
There is a process for ensuring that equality impact assessments are sufficiently robust.		Decisions around budget cuts and savings have taken account of cumulative impact.			
		Criteria	Key Evidence Against Criteria		
		The findings, recommendations and conclusions are shared effectively to inform decisions and planning.			
		Criteria Mitigating actions are identified	Key Evidence Against Criteria		

Equality Objectives and Annual Reporting					
Developing		Achieving		Excellent	
10.1	Overall Summary	10.2	Overall Summary	10.3	Overall Summary
Equality objectives for the organisation have been set and published in accordance with the requirements to support the public sector Equality Duty.		Specific and measurable equality objectives have been integrated into organisational strategies and plans and action is being taken to achieve them. Outcomes are measured and monitored regularly by senior leaders.		The organisation can demonstrate a clear link between meeting their equality objectives and positive outcomes for its communities.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The specific duty to publish equality objectives has been met.		Equality objectives are integrated into organisational strategies and plans.	···· ,	There is evidence that equality objectives have led to improved outcomes for people with protected characteristics.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Objectives are underpinned by robust equality analysis.		There is evidence of a link between equality objectives, business planning and performance management.		Actions to achieve priority outcomes are reviewed and regularly updated.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Objectives are SMART(Specific, Measurable Realistic, Achievable and Timely).		Progress is regularly monitored and reviewed.		Steps are taken if deficiencies are identified.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Members are kept informed of progress against equality objectives.		Stakeholders and staff are involved in the monitoring of objectives.	
				Criteria	Key Evidence Against Criteria
				An Annual Equality report is published and shared.	

Performance Monitoring and Scrutiny								
Developing		Achieving		Excellent				
11.1	Overall Summary	11.2	Overall Summary	11.3	Overall Summary			
Appropriate structures are in place to ensure delivery and review of equality objectives.		The setting and monitoring of equality objectives is subject to challenge, including through any organisational bodies or groups and the political Overview and Scrutiny process.		The organisation uses the scrutiny process as a driver for change. The organisation benchmarks its achievements against comparable others and shares its experience in developing good practice.				

Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There is an appropriate and accountable leadership group/ board/ forum who have responsibility for the equality agenda.		The Overview and Scrutiny function is used to scrutinise and challenge equality analysis / impact assessment objective setting and monitoring.		The organisation assesses its performance and outcomes against comparable organisations.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There are resources for supporting equality work.		The public are enabled to monitor progress		Review mechanisms are in place.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Progress and responses are reported regularly to the leadership of the organisation.		Some outcomes and priorities have changed as a result of Scrutiny review.	
				Criteria	Key Evidence Against Criteria
				The organisation is approached on a regular basis to provide examples of, or showcase good practice.	

THEMATIC AREA 3 - Responsive Services and	Customer Care				
ommissioning and Procuring Services					
Developing		Achieving		Excellent	
12.1	Overall Summary	12.2	Overall Summary	12.3	Overall Summary
he organisation ensures that procurement and commissioning		Mechanisms are in place to ensure		The organisation can demonstrate that	
rocesses and practice take account of the diverse needs of		that equality standards are		commissioned/ procured services are helping	
lients, and that providers understand the requirements of the		embedded throughout the		it achieve its equality priorities.	
public sector Equality Duty.		procurement cycle.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Guidance is available for suppliers on the equality requirements		The organisation considers how the		There is evidence that contracts are being	
or the procurement and commissioning process.		public pound is spent in regards to		monitored using quantitative and qualitative	
		local procurement and influence on		analysis. The results are considered by both	
		the local economy.		the supplier and client.	
		ale room coolionty.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There are standard equality clauses for contracts.		Specifications take account of the		There is evidence of providers meeting the	
		different needs of users, for example		organisations equality objectives.	
		through equality analysis/ impact assessments.			
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Monitoring requirements are built		Providers understand and can articulate a	
		into contracts to ensure equality issues are addressed.		commitment to equality.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		The organisation has an established		The organisation achieves considerable social	
		Social Value Framework. The Social		value from Its contracts	
		value of contracts is measured.			
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		The performance of sub- contracting arrangements is measured.		Local procurement is positively influencing the local economy	
		<b>.</b>			

Developing		Achieving		Excellent	
13.1	Overall Summary	13.2	Overall Summary	13.3	Overall Summary
Structures are in place to ensure equality outcomes are ntegrated into business objectives.		Equality objectives are integrated into service plans across the organisation, with progress towards them performance managed by key decision makers.		The organisation can demonstrate that improvements and equality outcomes are being delivered across the business.	
criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Service plans are monitored regularly to ensure that equality	noy Endence Againer entena	Objectives address inequality and	noy Eridence Agamer eriteria	Service Plans are designed and written with	noj značnos nganot snitina
bjectives are being met.		equality gaps.		equality objectives in mind.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Equality analysis is fed into planning and assessment of service plans.		The needs of protected groups are taken account of.		Business plans review past performance, demonstrate how past objectives have been achieved, review performance and set new objectives.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Customer care policies highlight the needs of protected groups.		Service users have opportunities to comment on how services are planned.		Gaps have been identified in terms of who may not be using the service and why. Action has been taken to change services in response.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Objectives have specific timescales.		There is evidence of improved or improving outcomes, disaggregated where appropriate to demonstrate the effects on different communities/ protected groups.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Resource implications have been properly assessed.		There is evidence that Services are being co- produced with service users.	
		Criteria	Key Evidence Against Criteria		
		Key decision makers demonstrate that they continuously monitor, review and evaluate performance for equality objectives.			
		Criteria	Key Evidence Against Criteria		
		Equality integrated into the performance management.			

Service Delivery							
Developing		Achieving		Excellent			
14.1	Overall Summary	14.2	Overall Summary	14.3	Overall Summary		
The organisation has systems to collect, analyse and measure how satisfied all sections of the community are with services.		meeting the needs of a diverse community, and that take up of services is representative of the wider community.	diverse communities - we ensure that access to				
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Kev Evidence Against Criteria		

There are mechanisms in place for service users to be consulted about service development and delivery.		Service users are consulted effectively before services are developed.	Much of what our services offer is statutory and processes and procedures, whether that is for registration or funeral administration for example, is carried out in accordance with the legal requirement. Where we can develop services, for example, the wedding business, we consult with users. This can be demonstrated by the consultation carried out in 2019 to explore options to develop the wedding business at Langtons.	Services are co-produced with service users wherever possible and service users are able to influence changes.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Social Value and Collaborative Principles are reflected in the organisations practical service delivery.		Issues such as Social Prescription and Social Value are used to measure outcomes which are not delivered by the organisation.		Initiatives such as Community Asset Transfers and Community Right to Challenge are in evidence as delivered by local communities instead of the local authority.	
Criteria	Key Evidence Against Criteria	Criteria		Criteria	Key Evidence Against Criteria
The organisation is able to analyse and measure whether all sections of the community are able to access services.		Access to and appropriateness of services is monitored regularly by senior leaders and decision makers.	Access to and appropriateness of services are regularly monitored by the HOS and servicr managers and management team meetings. We make adjustments and improvements to services where we think its right and appropriate to do so, based on feedback from users, stakeholders, industry knowledge and guidance and staff suggestion. We encourage a collaborative and supportive approach where we work together as a team at all levels and listen to ideas and suggestions to help inform service improvement - FOR EXAMPLE	There is evidence of how levels of customer satisfaction with services have improved over time.	
Criteria	Key Evidence Against Criteria	Criteria		Criteria	Key Evidence Against Criteria
It is clear who Service users are. Services carry out mapping exercises to identify and review current participation and to highlight gaps.		Senior leaders and decision makers demonstrate that they continuously review and evaluate access to services.	This is something that is embedded in service otlure to do. We discuss this at team meetings regularly. We review our service, evaluate where we are and make plans accordingly to develop and drive forward positive change.	Take up of services is representative of the community in proportions that would be expected.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation collects data about user satisfaction with its		Data about access to services and			
The organisation conjects data adout user satisfaction with its services. The mapping and satisfaction data collected is disaggregated by different equality groups or vulnerable communities.		user satisfaction is used in equality analyses/ equality impacts assessment.	We would use information we hold about about access and take up services to inform any EIAs as standard practise.	There are examples of how different customers' experiences are analysed and acted upon.	
services. The mapping and satisfaction data collected is disaggregated by different equality groups or vulnerable communities.	Key Evidence Against Criteria	user satisfaction is used in equality analyses/ equality impacts assessment. Criteria	access and take up services to inform any EIAs as standard practise. Key Evidence Against Criteria	customers' experiences are analysed and acted upon.	Key Evidence Against Criteria
services. The mapping and satisfaction data collected is disaggregated by different equality groups or vulnerable communities. Criteria Complaints are disaggregated by protected groups. There are mechanisms in place to enable staff to introduce business improvements.		user satisfaction is used in equality analyses/ equality impacts assessment. Criteria A scrutiny/ evaluation process of services is in place.	access and take up services to inform any EIAs as standard practise. Key Evidence Against Criteria We evaluate services that we provide on a regular basis, informally and formally. We take pride in responding to complaints swilth; and thorough), learning from them where it is appropriate to and taking remedial action where necessary to improve service delivery. We encourage staff to introduce business improvement, evidence of this is our Cemeteries Supervisor who introduced a new burial product in response to feedback he had recieved from families which proved to be extremely popular.	customers' experiences are analysed and acted upon.	
services. The mapping and satisfaction data collected is disaggregated by different equality groups or vulnerable communities. Criteria Complaints are disaggregated by protected groups. There are mechanisms in place to enable staff to introduce business improvements. Criteria	Key Evidence Against Criteria Key Evidence Against Criteria	user satisfaction is used in equality analyses/ equality impacts assessment. Criteria A scrutiny/ evaluation process of services is in place. Criteria	access and take up services to inform any EIAs as standard practise. Key Evidence Against Criteria We evaluate services that we provide on a regular basis, informally and formally. We take pride in responding to complications swiftly and thoroughly, learning from them where it is appropriate to and taking remedial action where necessary to improve service delivery. We encourage staff to introduce business improvement, evidence of this is our Cemeteries Supervisor who introduced a new burial product in response to feedback he had received from families which proved to be extremely popular. Key Evidence Against Criteria	customers' experiences are analysed and acted upon. Criteria The organisation has taken steps to safeguard the human rights of individuals	
services. The mapping and satisfaction data collected is disaggregated by different equality groups or vulnerable communities. Criteria Complaints are disaggregated by protected groups. There are mechanisms in place to enable staff to introduce business improvements.		user satisfaction is used in equality analyses/ equality impacts assessment. Criteria A scrutiny/ evaluation process of services is in place. Criteria Criteria Human Rights issues are understood and considered when	access and take up services to inform any EIAs as standard practise. Key Evidence Against Criteria We evaluate services that we provide on a regular basis, informally and formally. We take pride in responding to complaints swilth; and thorough), learning from them where it is appropriate to and taking remedial action where necessary to improve service delivery. We encourage staff to introduce business improvement, evidence of this is our Cemeteries Supervisor who introduced a new burial product in response to feedback he had recieved from families which proved to be extremely popular.	customers' experiences are analysed and acted upon. Criteria The organisation has taken steps to safeguard the human rights of individuals	
services. The mapping and satisfaction data collected is disaggregated by different equality groups or vulnerable communities. Criteria Complaints are disaggregated by protected groups. There are mechanisms in place to enable staff to introduce business improvements. Criteria Criteria Appropriate mechanisms are in place to ensure that Human Rights considerations are identified when planning services and		user satisfaction is used in equality analyses/ equality impacts assessment. Criteria A scrutiny/ evaluation process of services is in place. Criteria Human Rights issues are understood and considered when delivering services to customers and	access and take up services to inform any EIAs as standard practise. Key Evidence Against Criteria We evaluate services that we provide on a regular basis, informally and formally. We take pride in responding to complaints swiftly and thoroughly, learning from them where it is appropriate to and taking remedial action where necessary to improve service delivery. We encourage staff to introduce business improvement, evidence of this is our Cemeteries Supervisor who introduced a new burlal product in response to feedback he had recieved from families which proved to be extremely popular. Key Evidence Against Criteria Services are extremely sensitive to human rights. Whether its handling the deceased sensitively when carrying out a burial or cremation or dealing with bereaved families we ensure our services are offered in a way that supports their human rights. Staff are extremely professional and experienced in their field and this is evident in the way they conduct their work in a highly	customers' experiences are analysed and acted upon. Criteria The organisation has taken steps to safeguard the human rights of individuals	

	Human Rights guidance is available for staff and decision makers have up to date knowledge.		

THEMATIC AREA 4 - Diverse and Engaged Wo	INDICE				
Vorkforce Diversity			-		-
Developing		Achieving		Excellent	
15.1	Overall Summary	15.2	Overall Summary	15.3	Overall Summary
ne organisation understands its local labour market, and has		The organisation can demonstrate		The organisation actively ensures that the	
echanisms in place to monitor its workforce against protected		movement towards greater diversity		profile of its workforce (including the profile of	
naracteristics.		in its workforce profile compared		major providers of commissioned services)	
		with previous years, including		broadly reflects the community it serves /	
		increasing the levels of previously		local labour market.	
		under-represented groups at all		local labour market.	
		levels of the organisation.			
		levers of the organisation.			
Criteria	Key Evidence Against Criteria	Criteria	Kev Evidence Against Criteria	Criteria	Key Evidence Against Criteria
he organisation is clear about its local labour market.		Where there is evidence of	,,	There are appropriate examples of positive	,
		disproportionality, action is being		action to improve diversity.	1
		taken to reverse the trends.			
riteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
has begun to identify the steps it needs to take to achieve a		Succession plans and recruitment		There is evidence that the workforce profile at	
iverse workforce. These are reflected in recruitment policies and	4	processes address under-		all levels broadly matches the local labour	
rocedures.		representation.		market/community profile. This is continually	
				monitored.	
riteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
he progress of protected groups through the organisational		Specific and measureable		There are reasonable explanations for gaps	
ierarchy is monitored.		employment targets been set to		(e.g. the community profile is constantly	
···· , · · · · · · · · · · · · · · · ·		improve workforce diversity.		changing or largely retired population) and	
				what the organisation is doing about it.	
riteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
quality mapping data is used as part of the analysis.		Selection panels are trained in		Good use is made of flexible working	
		Unconscious Bias. This includes		arrangements and career pathway initiatives	1
		senior recruitment panels where		to address potential barriers and under	1
		Members are involved.		representation.	
	Key Evidence Against Criteria				
iteria	Key Evidence Against Criteria				

Inclusive Strategies and Policies					
Developing		Achieving		Excellent	
16.1	Overall Summary	16.2	Overall Summary	16.3	Overall Summary
The organisation's workforce strategies and policies include equality considerations and objectives.		The equality objectives contained within workforce strategies are implemented and monitored.		Prioritised equality outcomes for the whole workforce are being achieved.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
All employment policies and procedures comply with equality legislation and employment codes of practice.		The organisation has a basic set of policies and practices to enhance workforce equality and diversity including reasonable adjustments, equal pay, flexible working and family friendly policies.		The organisation has an excellent set of policies and procedures in place which are actively promoted to staff from all protected groups and used by managers to promote equality.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria

The organisation's workforce strategy identifies equality issues.		The equality aspects of the organisation's workforce strategy are being implemented and tracked.		Strategic, innovative and holistic approaches have been considered to improve outcomes.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Targets and objectives are based on internal monitoring, staff consultation and the assessment of the local labour market and barriers to employment.		When necessary, changes have been made as a result of equality analysis findings.		Staff are involved in developing and monitoring these policies.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
New/changing employment policies and procedures are assessed for their impact on people with protected characteristics.		Managers apply policies and practices across the authority in a consistent manner for all staff.		Positive and tangible outcomes have been delivered as a result of the implementation of a wide range of policies and practices.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
All employment and training related policies are regularly reviewed.		Staff are engaged positively in employment and service transformation and in developing new roles and ways of working. Trade unions and partners are involved.		The organisation compares well with others.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The council is using its workforce data to develop training and development strategies that can support a wider equalities agenda for employees.		The training and development offer supports a wider equalities agenda for the organisation.		Outcomes are communicated to staff with protected characteristics.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Criteria A range of inclusive structures are in place to engage and involve staff.		Training courses and development interventions are meeting the needs of different groups, and are making a difference in getting underrepresented groups of staff up the leadership ladder.		The organisation has high satisfaction levels across all staff groups in respect of staff engagement.	
				Criteria	Key Evidence Against Criteria
				Training and development strategies are proven to be making a significant difference to the wider equality agenda for employees and for workforce diversity.	

Collecting, Analysing and Publishing Workforce Data								
Developing		Achieving		Excellent				
17.1	Overall Summary	17.2	Overall Summary	17.3	Overall Summary			
Systems are in place to collect and analyse employment data across a range of practices (recruitment, training, leavers, grievance and disciplinaries etc).		The organisation regularly monitors, analyses and publishes employment data in accordance with its statutory duties.		The authority has a robust and comprehensive set of employment data and uses this to inform its workforce strategy and management practice.				
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria			
The organisation reports annually on its Gender Pay Gap.		Data on applicants, people shortlisted and the composition of the workforce is systematically collected. This can be disaggregated by the protected characteristics.		Workforce data includes a wide range of information and protected characteristic profiles including pay levels, training opportunities, appraisal ratings.				
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria			
People are encouraged to provide data and there are initiatives in place to increase the disclosure of equality information by staff.		The organisation's Gender Pay Gap is reducing and it is addressing any race pay gap.		The organisation considers pay gaps across other areas of inequality such as religion and belief/ race- ethnicity/ age, disability etc.				
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria			

Diversity monitoring information is separated from recruitment decisions and held securely.		There is evidence that workforce data is analysed and reported to senior leaders regularly.		The organisation understand the effects of employment policy and practice on its workforce.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
GDPR processes are in place and regulations are being met.		Workforce information is published to cover basic legal requirements and includes analysis of pay/job evaluation outcomes.		The organisation has sufficient information about staff to inform robust equality analysis.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		There is evidence that the organisation is actively working on reducing its Gender Pay Gap.		The workforce profile is updated regularly.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Action has been taken as a result of monitoring, trends are being identified and used to help establish objectives.		Data is looked at organisationally and service by service.	
				Criteria	Key Evidence Against Criteria
				It is possible to analyse data by all the protected characteristics.	

Learning and Development					
Developing		Achieving		Excellent	
18.1	Overall Summarv	18.2	Overall Summary	18.3	Overall Summary
The organisation carries out regular assessments of the training and learning and development needs required to ensure its councillors and officers are equipped to understand their equality duties and take action to deliver equality outcomes.	Overall Summary	The organisation provides a range of accessible learning and development opportunities to support councillors and officers in achieving equality objectives and outcomes.		Decision makers understand the importance of equality when making decisions and in how they use resources. Services are provided by knowledgeable and well-trained staff who are equipped to meet the diverse needs of local communities.	Overall Summary
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
An assessment has been made as to what equality-related training, learning or development is required.		Equality and diversity forms part of the training and development for key decision makers.	roy and righter offeria	Managers and staff are accountable for ensuring equality outcomes. They can give examples of improved equality outcomes they have contributed to.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Appropriate behavioural competencies have been identified for the workforce.		There is evidence that equality issues are mainstreamed into all training (e.g. training on customer care.		Good performance is recognised in the appraisal process and more generally.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Induction training for new Members includes equality and all Members are offered Equality training.		Different methods are used to promote learning to a wide audience (e.g. standard courses, coaching, mentoring).		Staff feel their skills have improved and that they are able to relate effectively with a range of clients.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Appraisal processes ensure staff and managers are aware of their equality-related responsibilities and accountabilities.		Management and individual appraisals include specific equality objectives for the service area.		Staff can answer questions about the council's equality priorities.	
				Criteria	Key Evidence Against Criteria
				Feedback from service users in protected groups is positive about the skills of staff in dealing with their issues.	

Health and Wellbeing					
Developing		Achieving		Excellent	
19.1	Overall Summary	19.2	Overall Summary	19.3	Overall Summary

The organisation has begun to consider how it can address the key employee health and wellbeing issues.		The organisation promotes the health and well-being of staff in its workforce and other policies.		There is a positive health and wellbeing culture throughout all levels and areas of the service.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation uses workforce data and other information from staff to determine what its health and wellbeing priorities are.		There is a coherent Health and Wellbeing Strategy that addresses a range of related issues.	,	Approaches to health and wellbeing are innovative.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation has assessed all aspects of the working environment to ensure that the needs of all its employees are met.		Improvements have been made to the working environment.		.The organisation has adopted the Social model of disability	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
A range of inclusive mechanisms are in place to engage and involve staff.		Staff are engaged positively in employment and service transformation and in developing new roles and ways of working.		There have been significant outcomes in the health and wellbeing of all staff including those with protected characteristics.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Policies and systems are in place to identify, prevent and deal effectively with harassment and bullying at work.		Reasonable Adjustments are provided in a timely fashion consistently across the organisation.		There are high satisfaction levels with the working environment across all staff groups particularly those with protected characteristics.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation has a policy for Reasonable Adjustments for staff and Members and managers are trained to implement it.		Occupational health works closely with HR to identify and address absence trends.		The organisation has high satisfaction levels across all staff groups in respect of staff engagement.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Occupational health services are provided.		Managers have received training on mental health awareness and say they are equipped to address staff issues.		Harassment and bullying at work is dealt with effectively and staff say that they are treated with dignity and respect.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		
The organisation has started to address mental health issues in the workplace		Harassment and bullying incidents are monitored and analysed regularly.			
		Criteria	Key Evidence Against Criteria		
		Appropriate action is taken to address the issues that have been identified.			

Race Equality - please relate this criteria to your local workplace, service provision and communities you serve. Key Considerations to Test During Self-Assessment, Review and Ongoing Strategy Development. Please indicate local performance, from a race equality, diversity and inclusion perspective.									
Developing			Achieving		Excellent				
20.1	Overall Summary		20.2	Overall Summary	20.3	Overall Summary			
The organisation has begun to consider how it can address the key employee race equality, issues, concerns and barriers.			The organisation promotes and practices race equality in its workforce and other policies.		There is a positive and inclusive race equality culture and performance throughout all levels and areas of the service.				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next S	teps			
Secondments	Are they transparent, fair, advertised, open and merit based?								
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next S	teps			
Recognition, pay and reward	Is everyone recognized fairly and consistently? Is there unfairness in pay and performance (eg ratings) and reward (eg recognition payments)? Is there an ethnicity pay gap?								
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next S	teps			

1	1		1		
Policies and Best Practice	Is flexible working / work life balance equally offered? are reasonable adjustments consistent and meet individual needs? Are all policies and processes free from discrimination and bias?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Recruitment	Is the process equitable and fair? Are there equal internal progression opportunities? Is there bias in recruitment practices? Do applicant and hiring rates reflect local communities?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Mentoring and Coaching	Is there a culture of mentoring and coaching, accessible and available to all? Are there reverse mentoring opportunities? Can all staff discuss and get development with their line managers? Are there role models?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Progression	Do BAME staff have long length of service, poor progression, unable to showcase / demonstrate ability and are there unequal access to opportunities. Is there recruitment bias in progression? Are internal pipelines understood?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Retention	Is there a poor employee experience and what does it look and sound like? Is there poor behaviours, internally and externally and ways to call these out, tackle and resolve these? Is there high BAME turnover re joiners and leavers? Are we representative at all grades?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Employee Network Groups	Are there effective Network Groups, with clear terms of reference, standard operating procedures, senior sponsors, committees and a clear governance structure and pathways? Do they have an evidenced workplan, a communications plan and act as a constructive and focused forum, providing insight and employee voice to help inform organisational needs.				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Employee Voice and Speaking Out	Are BAME staff able to speak out, report and surface any workplace issues, in relation to behaviours, decisions, pay and reward, abusive customers Will these be taken seriously. Are there unintended consequences for the victim? Is there a culture of under reporting.				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Culture	Are there in-groups, out-groups, favoritism, bias? Is there low confidence, self-esteem for BANE Staff? Is there an inclusive culture and behaviours? Are there excluding behaviours and what are they ?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
	1	1	1		

Performance	Are there disparities in objective setting, performance reviews, workplace allocation and performance ratings for BAME staff? Are there less exceeded target ratings for BAME staff?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Line Management relationship and practice	Is line management inclusive? Is there consistent wellbeing support, respect, development opportunities and line management? Can you call out poor behaviours to line managers, who will help you to resolve them?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Workplace practices	Are all processes, procedures and practices consistent, of high quality with no adverse impacts on BAME staff. Are BAME staff given unfavourable work allocation, shift patterns, hazardous work?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Employee Relations	Are there any disparities in HR cases brought forward by BAME staff? Are there disparities in outcomes? Are there disparities in BAME employees experiencing disciplinary procedures and disproportionate outcomes? Asanctions? Is there a healthy Employee Relations culture between the TUs and organisation on Race Equality? How satisfied are BAME staff with the outcomes of formal / informal complaints and concerns? Are BAME staff confident about speaking up on issues pertaining to race and racism (whether about the workplace, service delivery or societal)?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Development opportunities	Is there consistent and fair opportunities to learning and development opportunities for non-mandatory courses, local opportunities, shadowing, projects, daily tasks? Are development plans supportively discussed and recorded during performance reviews?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Impact Assessments	Is there an effective work practice of timely and meaningful Equality and Health Impact Assessments and do they fully consider, consult and improve outcomes for BAME employees, service users and communities. Are managers skilled in delivering these and leaders skilled in reviewing these? Is the political leadership skilled and adept at understanding EDI implications and mitigation decisions?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Governance	Is there clear Governance structures, EDI sponsors and local leads and measures? How do we actively monitor need, progress and impact? Are we aware of our drivers (internal, external, legal Public Authority, regulatory, CLA, London Councils). Are all individual responsibilities clearly understood and delivered?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps

		-	_		
Leadership Criteria	Is the leadership pro-actively engaged in the EDI Agenda. Is the leadership actively anti-racist. Does the leadership create active leadership listening opportunities? Does the leadership attend inclusive Leadership development? Do Leaders have EDI performance targets, measures, with leadership advelopment on how to deliver against these? Do our leadership and managers have the cultural intelligence to manage and support a diverse workforce? Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Data and Reporting	Are there dashboards, scorecards, inclusion index, recruitment data, staff survey data, effective reporting, service users data and integrated People Plans? Do these show a clear BAME analysis and narrative? Are these circulated and do managers have the skills to interpret and respond by changing employment practice and service provision? Is the Ethnicity Pay Gap a potential analysis to conduct.				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Frontline Employee Experience	Are there differential and adverse experiences of BAME staff, due to their background? Are these reported and responded to by the organisation? Is the required support provided? Are services designed to protect and safeguard staff?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Community Relationships	What is the Council's reputation as an employer of choice? Are there tensions in the community between different groups? Does the Council understand the demographic diversity and needs of different customer, service users and community groups? How does the Council understand this and use this intelligence to design and deliver inclusive and accessible services, safeguarding staff?				
Attifudes, perceptions, values and beliefs and systemic race inequality	Criteria Description Inclusion (issues not people) – Are issues/concerns pertinent to race proactively included/welcomed from the outset without resistance (and without having to be proposed by BAME staff)? Perceptions (of none BAME staff) – From the perspective of non- BAME staff, how proactive is Havering Council in dealing with issues of race/racism and how well does it deliver on these issues? Perceptions (of BAME staff) – From the perspective of BAME staff, how proactive is Havering Council in dealing with issues of trace/racism and how well does it deliver on these issues? Perceptions (by BAME staff) – From the perspective of BAME staff, how proactive is Havering Council in dealing with issues of race/racism and how well does it deliver on these issues? Attitudes (of non-BAME staff) – Trom the perspective of BAME staff, how proactive is Havering Council in dealing with issues of race/racism and how well does it deliver on these issues? Attitudes (of non-BAME staff) – Trom the perspective of Tace/racism and how well does it deliver on these issues? What is the visible feadership, HR and Trade Union's commitment and practices, in tackling issues around race inequality? Systemic Racism – How well is racism (local, national and global) recognised and understod, in particular the effect it have on issues / decisions and behaviours within the borough and the council?	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps

## Race, Equality, Accessibility, Diversity and Inclusion (READI) - Service Evidence Capture Self-Assessment

Directorate :			Service Name /s :		
Nominated Lead :					
How To Guide :					
This is an uploaded Teams fileshare, whic	lence for (please note the additional R cies, procedures and practice that have llenges and barriers to more inclusive nk, if no evidence exists or state in pro y of performance, in each section	ace Equality Section in Theme 4). Plea e positive impacts and outcomes for d service provision, workplaces and con gress, if this is planned	se only fill in the most relevant section verse groups imunity cohesion	Igh the Teams IDEA space. Ins. Starting with the left hand column "Develo	oping" put in :
THEMATIC AREA 1 - Understanding	and Working with your Commun	ities			
Collecting and Sharing Information					
Developing 1.1	Querell Summer	Achieving 1.2	Overall Summer	Excellent 1.3	Quorall Summer
The organisation has gathered and published information and data on the profile of its communities and the extent of inequality and disadvantage. Plans are in place to collect, share and use equality information with partners.	Overall Summary	Relevant, proportionate and appropriate information about the local communities and their protected characteristics is being gathered. Information is shared across the organisation and with partners	Overall Summary	A comprehensive set of information about local communities/protected characteristics needs and outcomes is regularly updated and published and used to identify priorities for the local area	Overall Summary
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation is clear about what sources of information (both local and national) are relevant and useful.		Information is disaggregated and analysed on the basis of different communities, including those sharing protected characteristics.		The Council is working with partners to continuously develop new and innovative data sharing platforms.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation knows what information is already being collected – internally and by its partners, including voluntary and community sector stakeholders?		Quantitative and qualitative research methods are used to gather data and information.		The organisation has a sophisticated understanding of the difference between the equality profile of their local area and how that translates to inequalities for different groups.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Some information and data has been gathered and published.		National and regional data is used and analysed.		Changing needs are identified and prioritised across a wide range of services and outcomes by, for example, referring to the Equality and Human Rights Commission's Equality Measurement Framework.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation is working with its partners to ensure information is shared effectively.		Information from ward councillors is gathered in a systematic way.		Data is regularly updated and used to set priorities across the organisation and in different services, by geographical area and by protected characteristic.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Partners ensure efficient collection of data that avoids duplication.		Data is easily accessed, shared and used by departments across the organisation.		There is evidence of a continuous improvement of the quality of the data.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The authority is compliant with GDPR legislation in its collection, analysis storage and use of data and information		The organisation is working with partners to address identified gaps in information. Data is disaggregated using the same or similar categories.		The organisation is working with partners to ensure that changing needs are identified and met.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Information is being shared to identify and measure equality gaps and to inform outcomes for the area.		Voluntary and community sector partners/health colleagues and stakeholders access and use the information.	

	There are robust and effective protocols in place for sharing information between partners and to ensure data protection		
	Criteria	Key Evidence Against Criteria	
	Information is being captured about		
	health inequality.		

Analysing and using data and inform	nation				
Developing		Achieving		Excellent	
2.1	Overall Summary	2.2	Overall Summary	2.3	Overall Summary
Systems are being developed to analyse soft and nard data/intelligence about communities, their needs and aspirations.		Information and data is disaggregated and analysed to support the assessment of local need, impacts of changes to services and priorities.		Up to date and comprehensive equality data is used regularly to plan and assess impacts of decisions.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation is developing and improving systems for collating and analysing the different sets of data being collected.		Data is used to inform the setting of relevant equality objectives, and these are regularly monitored.		The organisation and its partners are using data in the most innovative ways such as predictive analytics to target service interventions	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Information is collected by front-line staff or key decision makers and taken account of.		Data is used in service planning, commissioning and decision making.		Data is being used to predict and measure demand for services	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The authority is compliant with GDPR legislation, analysis and use of data and information		Data is continuously gathered and analysed.		Achievement of outcomes are measured and there is evidence of gaps being narrowed.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Information is disaggregated in a meaningful way, by relevant protected characteristic and other factors (such as deprivation or rurality) and analysed on a regular basis. Information is used to identify and prioritise on the basis of need.		Performance is monitored against equality objectives and outcomes including procured and commissioned services, and with key partners and other stakeholders.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Information and data is used effectively as part of impact assessment/ risk assessment and giving due regard to the public sector equality duty.		Equality outcomes for commissioned and procured services are monitored and reported on.	

Effective Community Engagement					
Developing		Achieving		Excellent	
3.1	Overall Summary	3.2	Overall Summary	3.3	Overall Summary
Inclusive community engagement structures are being developed throughout the organisation. There are opportunities for communities to be involved in decision making.		Engagement mechanisms and structures are in place to involve equality stakeholders and scrutinise service delivery, decision- making and progress. The organisation engages with all its communities when making decisions, including those with protected characteristics.		Formal and informal interactions takes place between the organisation and its diverse communities. Communities from across the protected groups are actively participating in and influencing decision making.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation has an engagement strategy. It is clear about different levels of engagement (i.e. informing, consulting, participating, co- producing) and when these are appropriate.		People from protected groups are encouraged and enabled to participate in decision making.		There are a range of innovative approaches to involving communities and arrangements are made to meet specific or individual needs.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Engagement structures are in place		A range of engagement methodologies are used.		Vulnerable people/ communities are participating including the hardest to reach in	
		_		the community.	

There are opportunities for protected groups to be engaged with decision making.'		Priorities have been changed as a result of engagement with a clear and demonstrable evidence basis.		There is evidence that mainstream engagement mechanisms are increasingly involving previously under-represented groups.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation can evidence examples of these opportunities.		The organisation and partners engage collectively/share information and results of engagement activities to ensure that particular groups are not being over consulted with.		Communities are encouraged or supported to influence or make decisions.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Shared engagement structures/mechanisms are in development with partners.		There is an increase in the involvement of underrepresented groups.		Staff and stakeholders are able to describe levels of influence within the community and changes made as a result.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There are some shared engagement activities with partners.		Engagement with the community and voluntary sector and the wider community effectively inform decisions.		Key decision makers are involved in the engagement process.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		There are processes and plans throughout the organisation and with partners to increase stakeholder and voluntary and community sector involvement in informing prio		There is evidence of partnership arrangements leading to improved outcomes in participation.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		increase stakeholder and voluntary and community sector involvement in informing priorities.		Partners are open to challenge and constructive criticism.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Feedback is given and people in the community are able to challenge and have their views taken account of.		Where there is very limited or no actual representation within a local demographic, the ability to cater for difference is in evidence.	

Fostering good community relation	S				
Developing		Achieving		Excellent	
4.1	Overall Summary	4.2	Overall Summary	4.3	Overall Summary
Structures are in place within the organisation and across partnerships to understand community relationships and map community tensions.		The organisation and its partners have a strong understanding of the quality of relations between different communities and collectively monitor relations and tensions. The organisation and its partners are actively engaged in planning and delivering activities that foster good relations.		The organisation takes a sophisticated approach to fostering good relations which has resulted in measurable improvements in relationships between diverse communities	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There are joint partnerships responsible for monitoring community tensions.		Harassment and hate crimes are monitored and analysed regularly		Information is available to show there has been an improvement in community relations.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The Community Safety Strategy addresses the issue of community cohesiveness		Appropriate action is taken to address the issues that have been identified.		The organisation works with others to improve performance on good relations between diverse communities.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Council leaflets/ posters/ communications/ events promote positive relations.		Members play a role in monitoring community relations and reporting intelligence		The Council's leaders maintain a high profile on community relations. The Council makes use of Members' links with different communities depending on circumstances.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria

	Data is available, and is it disaggregated to cover the protected characteristics.		The Council plays a leading role in bringing the partners and the community together if there are serious incidents of hate crime.	
	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
	Data is regularly analysed and acted upon.		There is obvious and demonstrable cross- over between equality, diversity and community cohesion.	
	Criteria	Key Evidence Against Criteria		
	Stakeholders and communities are involved in the monitoring.			

Participation in public life								
Developing		Achieving		Excellent				
6.1	Overall Summary	6.2	Overall Summary	6.3	Overall Summary			
The organisation has a clear understanding of the level of participation in public life by different communities/protected characteristics. This can include involvement in local democracy and representation e.g. school governors, councillors, board members of voluntary/statutory sector organisations.		Local people are encouraged to participate in public life or in other activities where they are under- represented. The Council uses a range of different methods and it is able to innovate and find new ways to extend participation in certain communities.		There is an improvement in the participation rates of under-represented groups in public life. The organisation can demonstrate that people across a range of protected characteristics are able to influence decisions				
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria			
Information/data is gathered about the extent of involvement in public life		The organisation actively informs and involves local people, including under- represented groups, in opportunities for public participation.		There is evidence that improvements have been achieved.				
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria			
		Outreach work or public campaigning has been undertaken to increase levels of participation by protected groups.		More people from under-represented groups are participating across a wider range of activities.				
				Criteria	Key Evidence Against Criteria			
				Decision makers are from a wider range of backgrounds.				

THEMATIC AREA 2 - Leadership and	d Organisational Commitment				
eadership					
Developing		Achieving		Excellent	
7.1	Overall Summary	7.2	Overall Summary	7.3	Overall Summary
The political and executive leadership have publically committed to reducing inequality, fostering good relations and challenging discrimination.		Political and executive leaders demonstrate personal knowledge and understanding of local communities and continue to show commitment to reducing inequality.		Leaders have gained a reputation within the community and with all of its partners for championing equality, balancing competing interests and fostering good relations.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Senior leaders in the organisation have stated their commitment to a diverse workforce and have made clear what is expected from staff when delivering services to the community		Senior leaders can demonstrate their commitment to equality in decision making and how this informs the way the organisation responds to challenges		The organisation is able to show that even when making difficult decisions it continues to demonstrate a clearly articulated and meaningful commitment to equality.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Leadership on equality is demonstrated in a way that is recognised and understood by the organisation and local communities.		Senior leaders demonstrate knowledge and commitment to equality issues. They 'walk the talk'		Senior leaders have and own clear knowledge of local equality priorities and how and why they are being addressed.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
eaders have publicly committed to improving equality in their area.		There is evidence that equality considerations inform their decision making.		Senior leaders act as ambassadors for the equality agenda.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria

The organisation has established and publicised a strong business case for its equality work.		Senior leaders understand the value and impact good communications can have and ensure that publications, websites and other communications channels are as diverse as possible		Senior leaders personally challenge inequalities and drive an improvement agenda.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation regularly communicates its commitment to promoting equality to staff and the community		The organisation promotes a positive narrative around equality and good relations across the whole community		Staff, the community or the voluntary and community sector can offer good examples of how effective communication and engagement with the Council has enabled the organisation to prevent or manage tensions between different equality groups.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There is evidence that publications reflect the organisation's commitment to equality and fostering good relations.		There are examples of where the organisation and its partners have had to take unpopular decisions but still managed to keep local communities on board.		The organisation plays a role in ensuring that all stakeholders collectively manage the conflicting needs of their communities.	
		Criteria	Key Evidence Against Criteria		
		The organisation has taken steps to counter negative stereotypes or dispel myths.			

Priorities and Partnership Working		Achieving		Excellent	
Developing					
8.1	Overall Summary	8.2	Overall Summary	8.3	Overall Summary
Partnership working arrangements are being reviewed with the voluntary and community sector and the wider community to ensure that local equality priorities are addressed		There is a coherent, shared vision of equality for the local area, with clear priorities which have been agreed and understood by all key stakeholders, including the voluntary and community sector.		The organisation can demonstrate success in working with partners in the public, private, community and voluntary sectors to address equality priorities, which are reviewed on a regular basis.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Corporate and partnership documents capture the commitment of the organisation and partners to equality.		There are shared equality priorities, objectives and outcomes for the local area which are understood and acted on at all levels within the organisation.		Staff, the community or the voluntary and community sector give good examples of improved outcomes/ reduced inequality/ improvements in health inequality.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Equality objectives are reflected in local strategic planning.		There is a clear shared vision for the area.	• •	Review mechanisms are in place.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		The organisation and its partners monitor, review and evaluate performance against equality priorities, including inequality and health inequality.		There is evidence that cross-organisational learning is taking place.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		The results of these activities contribute directly to the development of the organisation's objectives.		The community and voluntary sector say that they are treated as equal partners by the Council.	

Assessing Equality Impact in Policy and Decision Making								
Developing		Achieving		Excellent				
9.1	Overall Summary	9.2	Overall Summary	9.3	Overall Summary			
Due regard is taken to the aims of the general equality duty when making decisions and when setting policies.		Equality analysis/ impact assessment is integrated systematically into planning and decision making across the organisation.		The organisation can demonstrate that improvements in equality outcomes are being delivered as a result of effective equality analysis/ impact assessment, and that negative impacts have been mitigated.				
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria			

The organisation has an agreed approach to conducting equality analysis/ impact assessment of policy and service decisions.		There is senior level commitment to using and understanding equality analysis/ impact assessment to inform planning and decision making.		The organisation can demonstrate how equality analysis/ impact assessment has been used to identify needs and improve outcomes/ reduce inequality.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Training and support on equality analysis/ impact assessment is available.		The organisation's assessments are accessible, robust and meaningful.		The organisation can provide evidence of how or where equality analysis/ impact assessment has informed decision-making and led to different, tailored services that have improved outcomes.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Impact assessments take account of the views of those affected by the policy or decision.		There is evidence that Members routinely take account of equality analysis/ impact assessment when making decisions.		The organisation captures information about what budget/service cuts mean to people's lives.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		
There is a process for ensuring that equality impact assessments are sufficiently robust.		Decisions around budget cuts and savings have taken account of cumulative impact.			
		Criteria	Key Evidence Against Criteria		
		The findings, recommendations and conclusions are shared effectively to inform decisions and planning.			
		Criteria	Key Evidence Against Criteria		
		Mitigating actions are identified where appropriate.			

Equality Objectives and Annual Rep	porting				
Developing		Achieving		Excellent	
10.1	Overall Summary	10.2	Overall Summary	10.3	Overall Summary
Equality objectives for the organisation have been set and published in accordance with the requirements to support the public sector Equality Duty.		Specific and measurable equality objectives have been integrated into organisational strategies and plans and action is being taken to achieve them. Outcomes are measured and monitored regularly by senior leaders.		The organisation can demonstrate a clear link between meeting their equality objectives and positive outcomes for its communities.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The specific duty to publish equality objectives has been met.		Equality objectives are integrated into organisational strategies and plans.		There is evidence that equality objectives have led to improved outcomes for people with protected characteristics.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Objectives are underpinned by robust equality analysis.		There is evidence of a link between equality objectives, business planning and performance management.		Actions to achieve priority outcomes are reviewed and regularly updated.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Objectives are SMART(Specific, Measurable Realistic, Achievable and Timely).		Progress is regularly monitored and reviewed.		Steps are taken if deficiencies are identified.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Members are kept informed of progress against equality objectives.		Stakeholders and staff are involved in the monitoring of objectives.	
				Criteria	Key Evidence Against Criteria
				An Annual Equality report is published and shared.	

Performance Monitoring and Scrutiny									
Developing		Achieving		Excellent					
11.1	Overall Summary	11.2	Overall Summary	11.3	Overall Summary				

Appropriate structures are in place to ensure delivery and review of equality objectives.		The setting and monitoring of equality objectives is subject to challenge, including through any organisational bodies or groups and the political Overview and Scrutiny process.		The organisation uses the scrutiny process as a driver for change. The organisation benchmarks its achievements against comparable others and shares its experience in developing good practice.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There is an appropriate and accountable leadership group/ board/ forum who have responsibility for the equality agenda.		The Overview and Scrutiny function is used to scrutinise and challenge equality analysis / impact assessment objective setting and monitoring.		The organisation assesses its performance and outcomes against comparable organisations.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There are resources for supporting equality work.		The public are enabled to monitor progress		Review mechanisms are in place.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Progress and responses are reported regularly to the leadership of the organisation.		Some outcomes and priorities have changed as a result of Scrutiny review.	
				Criteria	Key Evidence Against Criteria
				The organisation is approached on a regular basis to provide examples of, or showcase good practice.	

Commissioning and Procuring Serv	ices				
Developing		Achieving		Excellent	
12.1	Overall Summary	12.2	Overall Summary	12.3	Overall Summary
The organisation ensures that procurement and commissioning processes and practice take account of the diverse needs of clients, and that providers understand the requirements of the public sector Equality Duty.		Mechanisms are in place to ensure that equality standards are embedded throughout the procurement cycle.		The organisation can demonstrate that commissioned/ procured services are helping it achieve its equality priorities.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Guidance is available for suppliers on the equality requirements for the procurement and commissioning process.		The organisation considers how the public pound is spent in regards to local procurement and influence on the local economy.		There is evidence that contracts are being monitored using quantitative and qualitative analysis. The results are considered by both the supplier and client.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There are standard equality clauses for contracts.		Specifications take account of the different needs of users, for example through equality analysis/ impact assessments.		There is evidence of providers meeting the organisations equality objectives.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Monitoring requirements are built into contracts to ensure equality issues are addressed.		Providers understand and can articulate a commitment to equality.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		The organisation has an established Social Value Framework. The Social value of contracts is measured.		The organisation achieves considerable social value from Its contracts	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		The performance of sub- contracting arrangements is measured.		Local procurement is positively influencing the local economy	

Integration of equality objectives into service planning								
Developing		Achieving		Excellent				
13.1	Overall Summary	13.2	Overall Summary	13.3	Overall Summary			

Structures are in place to ensure equality outcomes are integrated into business objectives.		Equality objectives are integrated into service plans across the organisation, with progress towards them performance managed by key decision makers.		The organisation can demonstrate that improvements and equality outcomes are being delivered across the business.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Service plans are monitored regularly to ensure that equality objectives are being met.		Objectives address inequality and equality gaps.		Service Plans are designed and written with equality objectives in mind.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Equality analysis is fed into planning and assessment of service plans.		The needs of protected groups are taken account of.		Business plans review past performance, demonstrate how past objectives have been achieved, review performance and set new objectives.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Customer care policies highlight the needs of protected groups.		Service users have opportunities to comment on how services are planned.		Gaps have been identified in terms of who may not be using the service and why. Action has been taken to change services in response.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Objectives have specific timescales.		There is evidence of improved or improving outcomes, disaggregated where appropriate to demonstrate the effects on different communities/ protected groups.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Resource implications have been properly assessed.		There is evidence that Services are being co- produced with service users.	
		Criteria	Key Evidence Against Criteria		
		Key decision makers demonstrate that they continuously monitor, review and evaluate performance for equality objectives.			
		Criteria	Key Evidence Against Criteria		
		Equality integrated into the performance management.			

Service Delivery	ervice Delivery								
Developing		Achieving		Excellent					
14.1	Overall Summary	14.2	Overall Summary	14.3	Overall Summary				
The organisation has systems to collect, analyse and measure how satisfied all sections of the community are with services.		There is evidence that services are meeting the needs of a diverse community, and that take up of services is representative of the wider community.		The organisation has systems in place to use monitoring data and citizen feedback to redesign or adapt services to ensure equity of access, and can demonstrate where this has been done.					
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria				
There are mechanisms in place for service users to be consulted about service development and delivery.		Service users are consulted effectively before services are developed.		Services are co-produced with service users wherever possible and service users are able to influence changes.					
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria				
Social Value and Collaborative Principles are reflected in the organisations practical service delivery.		Issues such as Social Prescription and Social Value are used to measure outcomes which are not delivered by the organisation.		Initiatives such as Community Asset Transfers and Community Right to Challenge are in evidence as delivered by local communities instead of the local authority.					
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria				
The organisation is able to analyse and measure whether all sections of the community are able to access services.		Access to and appropriateness of services is monitored regularly by senior leaders and decision makers.		There is evidence of how levels of customer satisfaction with services have improved over time.					
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria				
It is clear who Service users are. Services carry out mapping exercises to identify and review current participation and to highlight gaps.		Senior leaders and decision makers demonstrate that they continuously review and evaluate access to services.		Take up of services is representative of the community in proportions that would be expected.					
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria				

The organisation collects data about user satisfaction with its services. The mapping and satisfaction data collected is disaggregated by different equality groups or vulnerable communities.		Data about access to services and user satisfaction is used in equality analyses/ equality impacts assessment.		There are examples of how different customers' experiences are analysed and acted upon.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Complaints are disaggregated by protected groups. There are mechanisms in place to enable staff to introduce business improvements.		A scrutiny/ evaluation process of services is in place.		The organisation has taken steps to safeguard the human rights of individuals where these have been threatened.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		
Appropriate mechanisms are in place to ensure that Human Rights considerations are identified when planning services and that customers and citizens are treated with dignity and respect.		Human Rights issues are understood and considered when delivering services to customers and clients.			
		Criteria	Key Evidence Against Criteria		
		Human Rights guidance is available for staff and decision makers have up to date knowledge.			

THEMATIC AREA 4 - Diverse and En	gaged Workforce				
Workforce Diversity	3-3				
Developing		Achieving		Excellent	
15.1	Overall Summary	15.2	Overall Summary	15.3	Overall Summary
The organisation understands its local labour market, and has mechanisms in place to monitor its workforce against protected characteristics.		The organisation can demonstrate movement towards greater diversity in its workforce profile compared with previous years, including increasing the levels of previously under-represented groups at all levels of the organisation.		The organisation actively ensures that the profile of its workforce (including the profile of major providers of commissioned services) broadly reflects the community it serves / local labour market.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation is clear about its local labour market.	, , , , , , , , , , , , , , , , , , , ,	Where there is evidence of disproportionality, action is being taken to reverse the trends.		There are appropriate examples of positive action to improve diversity.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
It has begun to identify the steps it needs to take to achieve a diverse workforce. These are reflected in recruitment policies and procedures.		Succession plans and recruitment processes address under- representation.		There is evidence that the workforce profile at all levels broadly matches the local labour market/community profile. This is continually monitored.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The progress of protected groups through the organisational hierarchy is monitored.		Specific and measureable employment targets been set to improve workforce diversity.		There are reasonable explanations for gaps (e.g. the community profile is constantly changing or largely retired population) and what the organisation is doing about it.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Equality mapping data is used as part of the analysis.		Selection panels are trained in Unconscious Bias. This includes senior recruitment panels where Members are involved.		Good use is made of flexible working arrangements and career pathway initiatives to address potential barriers and under representation.	
Criteria	Key Evidence Against Criteria				
Recruitment and selection is monitored at all stages of the process by protected characteristics.					

Inclusive Strategies and Policies								
Developing		Achieving		Excellent				
16.1	Overall Summary	16.2	Overall Summary	16.3	Overall Summary			
The organisation's workforce strategies and		The equality objectives contained		Prioritised equality outcomes for the whole				
policies include equality considerations and		within workforce strategies are		workforce are being achieved.				
objectives.		implemented and monitored.						
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria			

All employment policies and procedures comply with equality legislation and employment codes of practice.	Key Evidence Against Criteria	The organisation has a basic set of policies and practices to enhance workforce equality and diversity including reasonable adjustments, equal pay, flexible working and family friendly policies.	Key Evidence Against Criteria	The organisation has an excellent set of policies and procedures in place which are actively promoted to staff from all protected groups and used by managers to promote equality.	Key Evidence Against Criteria
The organisation's workforce strategy identifies	Rey Evidence Against Citteria	The equality aspects of the	Rey Evidence Against Criteria	Strategic, innovative and holistic approaches	Rey Evidence Against Citteria
equality issues.		organisation's workforce strategy are being implemented and tracked.		have been considered to improve outcomes.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Targets and objectives are based on internal monitoring, staff consultation and the assessment of the local labour market and barriers to employment.		When necessary, changes have been made as a result of equality analysis findings.		Staff are involved in developing and monitoring these policies.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
New/changing employment policies and	- · · ·	Managers apply policies and	ž ž	Positive and tangible outcomes have been	
procedures are assessed for their impact on		practices across the authority in a		delivered as a result of the implementation of	
people with protected characteristics.		consistent manner for all staff.		a wide range of policies and practices.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
All employment and training related policies are regularly reviewed.		Staff are engaged positively in employment and service transformation and in developing new roles and ways of working. Trade unions and partners are involved.		The organisation compares well with others.	
	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The council is using its workforce data to develop		The training and development offer		Outcomes are communicated to staff with	
training and development strategies that can support a wider equalities agenda for employees.		supports a wider equalities agenda for the organisation.		protected characteristics.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
A range of inclusive structures are in place to		Training courses and development		The organisation has high satisfaction levels	
engage and involve staff.		interventions are meeting the needs		across all staff groups in respect of staff	
		of different groups, and are making		engagement.	
		a difference in getting			
		underrepresented groups of staff up the leadership ladder.			
				Criteria	Key Evidence Against Criteria
				Training and development strategies are proven to be making a significant difference to the wider equality agenda for employees and for workforce diversity.	

Developing		Achieving		Excellent	
17.1	Overall Summary	17.2	Overall Summary	17.3	Overall Summary
Systems are in place to collect and analyse		The organisation regularly monitors,		The authority has a robust and	
employment data across a range of practices		analyses and publishes employment		comprehensive set of employment data and	
(recruitment, training, leavers, grievance and		data in accordance with its statutory		uses this to inform its workforce strategy and	
disciplinaries etc).		duties.		management practice.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation reports annually on its Gender		Data on applicants, people		Workforce data includes a wide range of	
Pay Gap.		shortlisted and the composition of		information and protected characteristic	
		the workforce is systematically		profiles including pay levels, training	
		collected. This can be disaggregated		opportunities, appraisal ratings.	
		by the protected characteristics.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
People are encouraged to provide data and there		The organisation's Gender Pay Gap		The organisation considers pay gaps across	
are initiatives in place to increase the disclosure		is reducing and it is addressing any		other areas of inequality such as religion and	
of equality information by staff.		race pay gap.		belief/ race- ethnicity/ age, disability etc.	

Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Diversity monitoring information is separated from recruitment decisions and held securely.		There is evidence that workforce data is analysed and reported to senior leaders regularly.		The organisation understand the effects of employment policy and practice on its workforce.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
GDPR processes are in place and regulations are being met.		Workforce information is published to cover basic legal requirements and includes analysis of pay/job evaluation outcomes.		The organisation has sufficient information about staff to inform robust equality analysis.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		There is evidence that the organisation is actively working on reducing its Gender Pay Gap.		The workforce profile is updated regularly.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Action has been taken as a result of monitoring, trends are being identified and used to help establish objectives.		Data is looked at organisationally and service by service.	
				Criteria	Key Evidence Against Criteria
				It is possible to analyse data by all the protected characteristics.	

Learning and Development	earning and Development							
Developing		Achieving		Excellent				
18.1	Overall Summary	18.2	Overall Summary	18.3	Overall Summary			
The organisation carries out regular assessments of the training and learning and development needs required to ensure its counciliors and officers are equipped to understand their equality duties and take action to deliver equality outcomes.		The organisation provides a range of accessible learning and development opportunities to support councillors and officers in achieving equality objectives and outcomes.		Decision makers understand the importance of equality when making decisions and in how they use resources. Services are provided by knowledgeable and well-trained staff who are equipped to meet the diverse needs of local communities.				
Criteria An assessment has been made as to what equality-related training, learning or development is required.	Key Evidence Against Criteria	Criteria Equality and diversity forms part of the training and development for key decision makers.		Criteria Managers and staff are accountable for ensuring equality outcomes. They can give examples of improved equality outcomes they have contributed to.	Key Evidence Against Criteria			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria			
Appropriate behavioural competencies have been identified for the workforce.		There is evidence that equality issues are mainstreamed into all training (e.g. training on customer care.		Good performance is recognised in the appraisal process and more generally.				
	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria			
Induction training for new Members includes equality and all Members are offered Equality training.		Different methods are used to promote learning to a wide audience (e.g. standard courses, coaching, mentoring).		Staff feel their skills have improved and that they are able to relate effectively with a range of clients.				
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria			
Appraisal processes ensure staff and managers are aware of their equality-related responsibilities and accountabilities.		Management and individual appraisals include specific equality objectives for the service area.		Staff can answer questions about the council's equality priorities.				
					Key Evidence Against Criteria			
				Feedback from service users in protected groups is positive about the skills of staff in dealing with their issues.				

Health and Wellbeing								
Developing		Achieving		Excellent				
19.1	Overall Summary	19.2	Overall Summary	19.3	Overall Summary			
The organisation has begun to consider how it		The organisation promotes the		There is a positive health and wellbeing				
can address the key employee health and		health and well-being of staff in its		culture throughout all levels and areas of the				
wellbeing issues.		workforce and other policies.		service.				

Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation uses workforce data and other information from staff to determine what its health and wellbeing priorities are.		There is a coherent Health and Wellbeing Strategy that addresses a range of related issues.		Approaches to health and wellbeing are innovative.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation has assessed all aspects of the working environment to ensure that the needs of all its employees are met.		Improvements have been made to the working environment.		.The organisation has adopted the Social model of disability	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
A range of inclusive mechanisms are in place to engage and involve staff.		Staff are engaged positively in employment and service transformation and in developing new roles and ways of working.		There have been significant outcomes in the health and wellbeing of all staff including those with protected characteristics.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Policies and systems are in place to identify, prevent and deal effectively with harassment and bullying at work.		Reasonable Adjustments are provided in a timely fashion consistently across the organisation.		There are high satisfaction levels with the working environment across all staff groups particularly those with protected characteristics.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation has a policy for Reasonable Adjustments for staff and Members and managers are trained to implement it.		Occupational health works closely with HR to identify and address absence trends.		The organisation has high satisfaction levels across all staff groups in respect of staff engagement.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Occupational health services are provided.		Managers have received training on mental health awareness and say they are equipped to address staff issues.		Harassment and bullying at work is dealt with effectively and staff say that they are treated with dignity and respect.	
Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria		
The organisation has started to address mental health issues in the workplace		Harassment and bullying incidents are monitored and analysed regularly.			
		Criteria	Key Evidence Against Criteria		

Race Equality - please relate this criteria to your local workplace, service provision and communities you serve. Key Considerations to Test During Self-Assessment, Review and Ongoing Strategy Development. Please indicate local performance, from a race equality, diversity and inclusion perspective.

Developing			Achieving		Excellent	
20.1	Overall Summ	ary	20.2	Overall Summary	20.3	Overall Summary
The organisation has begun to consider how it can address the key employee race equality, issues, concerns and barriers.			The organisation promotes and practices race equality in its workforce and other policies.		There is a positive and inclusive race equality culture and performance throughout all levels and areas of the service.	
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next S	teps
Secondments	Are they transparent, fair, advertised, open and merit based?					
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next S	teps
Recognition, pay and reward	Is everyone recognized fairly and consistently? Is there unfairness in pay and performance (eg ratings) and reward (eg recognition payments)? Is there an ethnicity pay gap?					
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next S	teps

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Policies and Best Practice	Is flexible working / work life balance equally offered? are reasonable adjustments consistent and meet individual needs? Are all policies and processes free from discrimination and bias?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Recruitment	Is the process equitable and fair? Are there equal internal progression opportunities? Is there bias in recruitment practices? Do applicant and hiring rates reflect local communities?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Mentoring and Coaching	Is there a culture of mentoring and coaching, accessible and available to all? Are there reverse mentoring opportunities? Can all staff discuss and get development with their line managers? Are there role models?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Progression	Do BAME staff have long length of service, poor progression, unable to showcase / demonstrate ability and are there unequal access to opportunities. Is there recruitment bias in progression? Are internal pipelines understood?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Retention	Is there a poor employee experience and what does it look and sound like? Is there poor behaviours, internally and externally and ways to call these out, tackle and resolve these? Is there high BAME turnover re joiners and leavers? Are we representative at all grades?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Employee Network Groups	Are there effective Network Groups, with clear terms of reference, standard operating procedures, senior sponsors, committees and a clear governance structure and pathways? Do they have an evidenced workplan, a communications plan and act as a constructive and focused forum, providing insight and employee voice to help inform organisational needs.				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Employee Voice and Speaking Out	Are BAME staff able to speak out, report and surface any workplace issues, in relation to behaviours, decisions, pay and reward, abusive customers Will these be taken seriously. Are there unintended consequences for the victim? Is there a culture of under reporting.				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Culture	Are there in-groups, out-groups, favoritism, bias? Is there low confidence, self-esteem for BAME Staff? Is there an inclusive culture and behaviours? Are there excluding behaviours and what are they ?				

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Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Performance	Are there disparities in objective setting, performance reviews, workplace allocation and performance ratings for BAME staff? Are there less exceeded target ratings for BAME staff?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Line Management relationship and practice	Is line management inclusive? Is there consistent wellbeing support, respect, development opportunities and line management? Can you call out poor behaviours to line managers, who will help you to resolve them?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Workplace practices	Are all processes, procedures and practices consistent, of high quality with no adverse impacts on BANE staff. Are BANE staff given unfavourable work allocation, shift patterns, hazardous work?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Employee Relations	Are there any disparities in HR cases brought forward by BAME staff? Are there disparities in outcomes? Are there disparities in BAME employees experiencing disciplinary procedures and disproportionate outcomes / sanctions? Is there a healthy Employee Relations culture between the TUs and organisation on Race Equality? How satisfied are BAME staff with the outcomes of formal / informal complaints and concerns? Are BAME staff confident about speaking up on issues pertaining to race and racism (whether about the workplace, service delivery or societal)?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Development opportunities	Is there consistent and fair opportunities to learning and development opportunities for non- mandatory courses, local opportunities, shadowing, projects, daily tasks? Are development plans supportively discussed and recorded during performance reviews?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Impact Assessments	Is there an effective work practice of timely and meaningful Equality and Health Impact Assessments and do they fully consider, consult and improve outcomes for BAME employees, service users and communities. Are managers skilled in delivering these and leaders skilled in reviewing these? Is the political leadership skilled and adept at understanding EDI implications and mitigation decisions?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Governance	Is there clear Governance structures, EDI sponsors and local leads and measures? How do we actively monitor need, progress and impact? Are we aware of our drivers (internal, external, legal, Public Authority, regulatory, GLA, London Councils). Are all individual responsibilities clearly understood and delivered?				

Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Leadership	Is the leadership pro-actively engaged in the EDI Agenda. Is the leadership actively anti-racist. Does the leadership create active leadership listening opportunities? Does the leadership attend Inclusive Leadership development? Do Leaders have EDI performance targets, measures, with leadership development on how to deliver against these? Do our leadership and managers have the cultural intelligence to manage and support a diverse workforce?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Data and Reporting	Are there dashboards, scorecards, inclusion index, recruitment data, staff survey data, effective reporting, service users data and integrated People Plans? Do these show a clear BAME analysis and narrative? Are these circulated and do managers have the skills to interpret and respond by changing employment practice and service provision? Is the Ethnicity Pay Gap a potential analysis to conduct.				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Frontline Employee Experience	Are there differential and adverse experiences of BAME staff, due to their background? Are these reported and responded to by the organisation? Is the required support provided? Are services designed to protect and safeguard staff?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Community Relationships	What is the Council's reputation as an employer of choice? Are there tensions in the community between different groups? Does the Council understand the demographic diversity and needs of different customer, service users and community groups? How does the Council understand this and use this intelligence to design and deliver inclusive and accessible services, safeguarding staff?				
	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
	Inclusion (issues not people) – Are issues/concerns pertinent to race proactively included/welcomed from the outset without resistance (and without having to be proposed by BAME staff)?				
	Perceptions (of none BAME staff) – From the perspective of non-BAME staff, how proactive is Havering Council in dealing with issues of				
	race/racism and how well does it deliver on these issues?				
Attitudes, perceptions, values and beliefs	race/racism and how well does it deliver on these				

Attitudes (of non-BAME staff) – To what extent do non-BAME staff, across all grades, understand the impacts of race inequality in Britain, the impact it has on BAME citizens and their role in becoming anti-racist?		
What is the visible leadership, HR and Trade Union's commitment and practices, in tackling issues around race inequality?		
Systemic Racism – How well is racism (local, national and global) recognised and understood, in particular the effect it have on issues / decisions and behaviours within the borough and the council?		

## Race, Equality, Accessibility, Diversity and Inclusion (READI) - Service Evidence Capture Self-Assessment

Directorate LangSource			Service Name /c + Logal Services					
Directorate : oneSource			Service Name /s : Legal Services					
Nominated Lead : REDACTED								
How To Guide :								
This is an uploaded Teams fileshare, which	h will automatically update. It is divided into service specif	ic tabs. Please work directly to t	his database, through the Teams IDEA space	ce.				
There are 4 thematic areas to provide evid	lence for (please note the additional Race Equality Section ir	Theme 4). Please only fill in the	most relevant sections. Starting with the le	eft hand column "Developing" put in :				
- specific, service related examples of polic	cies, procedures and practice that have positive impacts and	outcomes for diverse groups						
- then, identify areas of improvement, cha	llenges and barriers to more inclusive service provision, wor	kplaces and community cohesion	n					
- work across each standard and leave blar	nk, if no evidence exists or state in progress, if this is planned	d						
- once complete, fill in the overall summar								
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	ov.uk (EDI and Race Relations Consultant) if you need assista	anco and support						
	ov.uk (EDI and Kace Relations consultant) if you need assista	ance and support.						
THEMATIC AREA 1 - Understanding	and Working with your Communities							
Collecting and Sharing Information								
Developing		Achieving	0 110	Excellent				
1.1 The organisation has gathered and published	Overall Summary Available corporately	1.2 Relevant, proportionate and	Overall Summary	1.3 A comprehensive set of information about local	Overall Summary			
information and data on the profile of its	Available corporately	appropriate information about the		communities/protected characteristics needs				
communities and the extent of inequality and		local communities and their protected		and outcomes is regularly updated and				
disadvantage. Plans are in place to collect, share		characteristics is being gathered.		published and used to identify priorities for the				
and use equality information with partners.		Information is shared across the organisation and with partners		local area				
		organisation and with particits						
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria			
The organisation is clear about what sources of information (both local and national) are relevant		Information is disaggregated and analysed on the basis of different		The Council is working with partners to continuously develop new and innovative data				
and useful.		communities, including those sharing		sharing platforms.				
		protected characteristics.						
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria			
The organisation knows what information is		Quantitative and qualitative research		The organisation has a sophisticated				
already being collected – internally and by its partners, including voluntary and community		methods are used to gather data and information.		understanding of the difference between the equality profile of their local area and how that				
sector stakeholders?		in official states and state		translates to inequalities for different groups.				
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria			
Some information and data has been gathered and published.		National and regional data is used and analysed.		Changing needs are identified and prioritised across a wide range of services and outcomes				
and publiched.		and analysed.		by, for example, referring to the Equality and				
				Human Rights Commission's Equality				
				Measurement Framework.				
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria			
The organisation is working with its partners to		Information from ward councillors is		Data is regularly updated and used to set				
ensure information is shared effectively.		gathered in a systematic way.		priorities across the organisation and in				
				different services, by geographical area and by protected characteristic.				
				protected characteristic.				
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria			
Partners ensure efficient collection of data that		Data is easily accessed, shared and		There is evidence of a continuous				
avoids duplication.		used by departments across the organisation.		improvement of the quality of the data.				
		organisation.						
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria			
	The strategic framework exists to ensure that data protection issues	The organisation is working with		The organisation is working with partners to				
its collection, analysis storage and use of data and	generally are managed and addressed lawfully	partners to address identified gaps in		ensure that changing needs are identified and				
information		information. Data is disaggregated using the same or similar categories.		met.				
		asing the same of similar categories.						
				1				

Key Evidence Against Criteria

Criteria

Key Evidence Against Criteria

Criteria

	Information is being shared to identify and measure equality gaps and to inform outcomes for the area.		Voluntary and community sector partners/health colleagues and stakeholders access and use the information.	
	Criteria	Key Evidence Against Criteria		
	There are robust and effective protocols in place for sharing information between partners and to ensure data protection			
	Criteria	Key Evidence Against Criteria		
	Information is being captured about health inequality.			

Developing		Achieving		Excellent	
2.1	Overall Summarv	2.2	Overall Summarv	2.3	Overall Summarv
Systems are being developed to analyse soft and		Information and data is		Up to date and comprehensive equality data is	
hard data/intelligence about communities, their		disaggregated and analysed to		used regularly to plan and assess impacts of	
needs and aspirations.		support the assessment of local		decisions.	
		need, impacts of changes to services			
		and priorities.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation is developing and improving		Data is used to inform the setting of		The organisation and its partners are using	
systems for collating and analysing the different		relevant equality objectives, and		data in the most innovative ways such as	
sets of data being collected.		these are regularly monitored.		predictive analytics to target service	
		3,		interventions	
					<u> </u>
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Information is collected by front-line staff or key		Data is used in service planning,		Data is being used to predict and measure	
decision makers and taken account of.		commissioning and decision making.		demand for services	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
	Key Evidence Against Criteria		Key Evidence Against Criteria		Key Evidence Against Criteria
The authority is compliant with GDPR legislation,		Data is continuously gathered and		Achievement of outcomes are measured and	
analysis and use of data and information		analysed.		there is evidence of gaps being narrowed.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Information is disaggregated in a		Performance is monitored against equality	
		meaningful way, by relevant		objectives and outcomes including procured	
		protected characteristic and other		and commissioned services, and with key	
		factors (such as deprivation or		partners and other stakeholders.	
		rurality) and analysed on a regular			
		basis. Information is used to identify			
		and prioritise on the basis of need.			
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Information and data is used		Equality outcomes for commissioned and	
		effectively as part of impact		procured services are monitored and reported	
		assessment/ risk assessment and		on.	
		giving due regard to the public sector			
		equality duty.			

Effective Community Engagement					
Developing		Achieving		Excellent	
3.1	Overall Summary	3.2	Overall Summary	3.3	Overall Summary
Inclusive community engagement structures are being developed throughout the organisation. There are opportunities for communities to be involved in decision making.	Legal Services does not have a community facing role.	Engagement mechanisms and structures are in place to involve equality stakeholders and scrutinise service delivery, decision- making and progress. The organisation engages with all its communities when making decisions, including those with protected characteristics.		Formal and informal interactions takes place between the organisation and its diverse communities. Communities from across the protected groups are actively participating in and influencing decision making.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation has an engagement strategy. It is clear about different levels of engagement (i.e. informing, consulting, participating, co-producing) and when these are appropriate.		People from protected groups are encouraged and enabled to participate in decision making.		There are a range of innovative approaches to involving communities and arrangements are made to meet specific or individual needs.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria

Engagement structures are in place		A range of engagement methodologies are used.		Vulnerable people/ communities are participating including the hardest to reach in the community.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There are opportunities for protected groups to be engaged with decision making.'		Priorities have been changed as a result of engagement with a clear and demonstrable evidence basis.		There is evidence that mainstream engagement mechanisms are increasingly involving previously under-represented groups.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation can evidence examples of these opportunities.		The organisation and partners engage collectively/share information and results of engagement activities to ensure that particular groups are not being over consulted with.		Communities are encouraged or supported to influence or make decisions.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Shared engagement structures/mechanisms are in development with partners.		There is an increase in the involvement of underrepresented groups.		Staff and stakeholders are able to describe levels of influence within the community and changes made as a result.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There are some shared engagement activities with partners.		Engagement with the community and voluntary sector and the wider community effectively inform decisions.		Key decision makers are involved in the engagement process.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		There are processes and plans throughout the organisation and with partners to increase stakeholder and voluntary and community sector involvement in informing prio		There is evidence of partnership arrangements leading to improved outcomes in participation.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		increase stakeholder and voluntary and community sector involvement in informing priorities.		Partners are open to challenge and constructive criticism.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Feedback is given and people in the community are able to challenge and have their views taken account of.		Where there is very limited or no actual representation within a local demographic, the ability to cater for difference is in evidence.	

iostering good community relations								
Developing		Achieving		Excellent				
4.1	Overall Summary	4.2	Overall Summary	4.3	Overall Summary			
Structures are in place within the organisation and across partnerships to understand community relationships and map community tensions.	Legal Services does not have a direct role in fostering good community relations.	The organisation and its partners have a strong understanding of the quality of relations between different communities and collectively monitor relations and tensions. The organisation and its partners are actively engaged in planning and delivering activities that foster good relations.		The organisation takes a sophisticated approach to fostering good relations which has resulted in measurable improvements in relationships between diverse communities				
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria			
There are joint partnerships responsible for monitoring community tensions.		Harassment and hate crimes are monitored and analysed regularly		Information is available to show there has been an improvement in community relations.				
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria			
The Community Safety Strategy addresses the issue of community cohesiveness		Appropriate action is taken to address the issues that have been identified.		The organisation works with others to improve performance on good relations between diverse communities.				
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria			
Council leaflets/ posters/ communications/ events promote positive relations.		Members play a role in monitoring community relations and reporting intelligence		The Council's leaders maintain a high profile on community relations. The Council makes use of Members' links with different communities depending on circumstances.				
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria			

	Data is available, and is it disaggregated to cover the protected characteristics.		The Council plays a leading role in bringing the partners and the community together if there are serious incidents of hate crime.	
	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
	Data is regularly analysed and acted upon.		There is obvious and demonstrable cross-over between equality, diversity and community cohesion.	
	Criteria	Key Evidence Against Criteria		
	Stakeholders and communities are involved in the monitoring.			

Participation in public life					
Developing		Achieving		Excellent	
6.1	Overall Summary	6.2	Overall Summary	6.3	Overall Summary
The organisation has a clear understanding of the level of participation in public life by different communities/protected characteristics. This can include involvement in local democracy and representation e.g. school governors, councillors, board members of voluntary/statutory sector organisations.		Local people are encouraged to participate in public life or in other activities where they are under- represented. The Council uses a range of different methods and it is able to innovate and find new ways to extend participation in certain communities.		There is an improvement in the participation rates of under-represented groups in public life. The organisation can demonstrate that people across a range of protected characteristics are able to influence decisions	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Information/data is gathered about the extent of involvement in public life		The organisation actively informs and involves local people, including under- represented groups, in opportunities for public participation.		There is evidence that improvements have been achieved.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Outreach work or public campaigning has been undertaken to increase levels of participation by protected groups.		More people from under-represented groups are participating across a wider range of activities.	
				Criteria	Key Evidence Against Criteria
				Decision makers are from a wider range of backgrounds.	

THEMATIC AREA 2 - Leadership and	Organisational Commitment				
Leadership					
Developing		Achieving		Excellent	
7.1	Overall Summary	7.2	Overall Summary	7.3	Overall Summary
The political and executive leadership have publically committed to reducing inequality, fostering good relations and challenging discrimination.		Political and executive leaders demonstrate personal knowledge and understanding of local communities and continue to show commitment to reducing inequality.		Leaders have gained a reputation within the community and with all of its partners for championing equality, balancing competing interests and fostering good relations.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Senior leaders in the organisation have stated their commitment to a diverse workforce and have made clear what is expected from staff when delivering services to the community		Senior leaders can demonstrate their commitment to equality in decision making and how this informs the way the organisation responds to challenges		The organisation is able to show that even when making difficult decisions it continues to demonstrate a clearly articulated and meaningful commitment to equality.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Leadership on equality is demonstrated in a way that is recognised and understood by the organisation and local communities.		Senior leaders demonstrate knowledge and commitment to equality issues. They 'walk the talk'		Senior leaders have and own clear knowledge of local equality priorities and how and why they are being addressed.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Leaders have publicly committed to improving equality in their area.		There is evidence that equality considerations inform their decision making.		Senior leaders act as ambassadors for the equality agenda.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria

The organisation has established and publicised a strong business case for its equality work.		Senior leaders understand the value and impact good communications can have and ensure that publications, websites and other communications channels are as diverse as possible		Senior leaders personally challenge inequalities and drive an improvement agenda.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation regularly communicates its commitment to promoting equality to staff and the community		The organisation promotes a positive narrative around equality and good relations across the whole community		Staff, the community or the voluntary and community sector can offer good examples of how effective communication and engagement with the Council has enabled the organisation to prevent or manage tensions between different equality groups.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There is evidence that publications reflect the organisation's commitment to equality and fostering good relations.		There are examples of where the organisation and its partners have had to take unpopular decisions but still managed to keep local communities on board.		The organisation plays a role in ensuring that all stakeholders collectively manage the conflicting needs of their communities.	
		Criteria	Key Evidence Against Criteria		
		The organisation has taken steps to counter negative stereotypes or dispel myths.			

Priorities and Partnership Working					
Developing		Achieving		Excellent	
8.1	Overall Summary	8.2	Overall Summary	8.3	Overall Summary
Partnership working arrangements are being reviewed with the voluntary and community sector and the wider community to ensure that local equality priorities are addressed		There is a coherent, shared vision of equality for the local area, with clear priorities which have been agreed and understood by all key stakeholders, including the voluntary and community sector.		The organisation can demonstrate success in working with partners in the public, private, community and voluntary sectors to address equality priorities, which are reviewed on a regular basis.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Corporate and partnership documents capture the commitment of the organisation and partners to equality.		There are shared equality priorities, objectives and outcomes for the local area which are understood and acted on at all levels within the organisation.		Staff, the community or the voluntary and community sector give good examples of improved outcomes/ reduced inequality/ improvements in health inequality.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Equality objectives are reflected in local strategic planning.		There is a clear shared vision for the area.		Review mechanisms are in place.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		The organisation and its partners monitor, review and evaluate performance against equality priorities, including inequality and health inequality.		There is evidence that cross-organisational learning is taking place.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		The results of these activities contribute directly to the development of the organisation's objectives.		The community and voluntary sector say that they are treated as equal partners by the Council.	

Assessing Equality Impact in Policy and Decision Making							
Developing		Achieving		Excellent			
9.1	Overall Summary	9.2	Overall Summary	9.3	Overall Summary		

Due regard is taken to the aims of the general equality duty when making decisions and when setting policies.	Whenever an executive decision is taken the reporting form contains a section relating to the equality impacts of the decision, which must be completed before the decision can be taken .	is integrated systematically into		improvements in equality outcomes are being delivered as a result of effective equality	Any issues arising from the equality analysis should be addressed through improvments in equality outcomes or mitigation of any negative impacts, however, it is for services to monitor the actual impacts.
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation has an agreed approach to conducting equality analysis' impact assessment of policy and service decisions.	There is a standard pro-forma for completion of equality and health impact assessments, which provides guidance on completion.	There is senior level commitment to using and understanding equality analysis/ impact assessment to inform planning and decision making.	The corporate requirement is to complete an equality analysis on each decision.	The organisation can demonstrate how equality analysis/ impact assessment has been used to identify needs and improve outcomes/ reduce inequality.	This would require an analysis of each executive decsion and the equality issues raised within them and monitoring of the impacts by the relevant service responsible.
Criteria	Key Evidence Against Criteria	Criteria		Criteria	Key Evidence Against Criteria
Training and support on equality analysis/ impact assessment is available.	Training has been provided for both staff and members in the past. The corporate guidance issued by democratic services provides guidance on how to complete equality assessments.	The organisation's assessments are accessible, robust and meaningful.	Any publical available decision has a section relating to equality impact. Legal Services review the content of thes analyses and assessments to ensure that they are both robust and meaningful.	The organisation can provide evidence of how or where equality analysis' impact assessment has informed decision-making and led to different, tailored services that have improved outcomes.	As above this would require individual analyses by the service.
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
	Rey Evidence Against Criteria	Gillena	Rey Evidence Against Criteria	ontena	Key Evidence Against Criteria
Impact assessments take account of the views of those affected by the policy or decision.	This will often be dease. Consultation is not always required but where this is undertaken it will involve obtianing the views of those impacted by the decisions.	There is evidence that Members routinely take account of equality analysis/ impact assessment when making decisions.	Each Report provided for their decision includes	The organisation captures information about what budget/service cuts mean to people's lives.	Rey Evidence Against or inerta Generally speaking the Authority will undertake consultation on any decision making which has the impact of reducing services or benefits to those that receive thses.
Impact assessments take account of the views of	This will often be the case. Consultation is not always required but where this is undertaken it will involve obtianing the views of those impacted by the	There is evidence that Members routinely take account of equality analysis/ impact assessment when	Each Report provided for their decision includes an equality analysis, which they must consider	The organisation captures information about what budget/service cuts mean to people's	Generally speaking the Authority will undertake consultation on any decision making which has the impact of reducing services or benefits to
Impact assessments take account of the views of those affected by the policy or decision.	This will often be the case. Consultation is not always required but where this is undertaken it will involve obtianing the views of those impacted by the decisions.	There is evidence that Members routinely take account of equality analysis/ impact assessment when making decisions.	Each Report provided for their decision includes an equality analysis, which they must consider before making any decision.	The organisation captures information about what budget/service cuts mean to people's	Generally speaking the Authority will undertake consultation on any decision making which has the impact of reducing services or benefits to
Impact assessments take account of the views of those affected by the policy or decision.	This will often be the case. Consultation is not always required but where this is undertaken it will involve obtianing the views of those impacted by the decisions. Key Evidence Against Criteria	There is evidence that Members routinely take account of equality analysisi /mpact assessment when making decisions. Criteria Decisions around budget cuts and savings have taken account of comulative impact. Criteria	Each Report provided for their decision includes an equality analysis, which they must consider before making any decision. Key Evidence Against Criteria The standard template does not oblige the author to consider cumulative impact. Key Evidence Against Criteria	The organisation captures information about what budget/service cuts mean to people's	Generally speaking the Authority will undertake consultation on any decision making which has the impact of reducing services or benefits to
Impact assessments take account of the views of those affected by the policy or decision.	This will often be the case. Consultation is not always required but where this is undertaken it will involve obtianing the views of those impacted by the decisions. Key Evidence Against Criteria	There is evidence that Members routinely take account of equality analysis' impact assessment when making decisions. Criteria Decisions around budget cuts and savings have taken account of cumulative impact.	Each Report provided for their decision includes an equality analysis, which they must consider before making any decision. Key Evidence Against Criteria The standard template does not oblige the author to consider cumulative impact.	The organisation captures information about what budget/service cuts mean to people's	Generally speaking the Authority will undertake consultation on any decision making which has the impact of reducing services or benefits to
Impact assessments take account of the views of those affected by the policy or decision.	This will often be the case. Consultation is not always required but where this is undertaken it will involve obtianing the views of those impacted by the decisions. Key Evidence Against Criteria	There is evidence that Members routinely take account of equality analysisi /mpact assessment when making decisions. Criteria Decisions around budget cuts and savings have taken account of cumulative impact. Criteria The findings, recommendations and conclusions are shared effectively to	Each Report provided for their decision includes an equality analysis, which they must consider before making any decision. Key Evidence Against Criteria The standard template does not oblige the author to consider cumulative impact. Key Evidence Against Criteria Equality analyses are appended to decision making reports to ensure they are considered by	The organisation captures information about what budget/service cuts mean to people's	Generally speaking the Authority will undertake consultation on any decision making which has the impact of reducing services or benefits to

Equality Objectives and Annual Repo	orting				
Developing		Achieving		Excellent	
10.1	Overall Summary	10.2	Overall Summary	10.3	Overall Summary
	regard.	Specific and measurable equality objectives have been integrated into organisational strategies and plans and action is being taken to achieve them. Outcomes are measured and monitored regularly by senior leaders.		The organisation can demonstrate a clear link between meeting their equality objectives and positive outcomes for its communities.	
	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The specific duty to publish equality objectives has been met.		Equality objectives are integrated into organisational strategies and plans.		There is evidence that equality objectives have led to improved outcomes for people with protected characteristics.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Objectives are underpinned by robust equality analysis.	I have not seen the information the Council may have produced in this regard. I am aware that reports that support decision making contain a	There is evidence of a link between equality objectives, business planning and performance management.		Actions to achieve priority outcomes are reviewed and regularly updated.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Objectives are SMART(Specific, Measurable Realistic, Achievable and Timely).	As above.	Progress is regularly monitored and reviewed.		Steps are taken if deficiencies are identified.	
			Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Members are kept informed of progress against equality objectives.		Stakeholders and staff are involved in the monitoring of objectives.	

		Criteria	Key Evidence Against Criteria
		An Annual Equality report is published and	
		shared.	1

Developing		Achieving		Excellent	
11.1	Overall Summary	11.2	Overall Summary	11.3	Overall Summary
Appropriate structures are in place to ensure delivery and review of equality objectives.	As above I am not aware that any equality objectives have been set.	The setting and monitoring of equality objectives is subject to challenge, including through any organisational bodies or groups and the political Overview and Scrutiny process.		The organisation uses the scrutiny process as a driver for change. The organisation benchmarks its achievements against comparable others and shares its experience in developing good practice.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
	There is not a corporate leadership board as far as I am aware with responsibility for the Equality agenda. There are Member Champions for Equality and Diversity, Over 50's, Young People and the Voluntary Sector Compact. May also be a board addressing gender pay gap issues.	The Overview and Scrutiny function is used to scrutinise and challenge equality analysis / impact assessment objective setting and monitoring.	The Scrutiny function will consider reports which all include as standard an equality impact analysis.	The organisation assesses its performance and outcomes against comparable organisations.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There are resources for supporting equality work.		The public are enabled to monitor progress		Review mechanisms are in place.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Progress and responses are reported regularly to the leadership of the organisation.		Some outcomes and priorities have changed as a result of Scrutiny review.	
				Criteria	Key Evidence Against Criteria
				The organisation is approached on a regular basis to provide examples of, or showcase good practice.	

commissioning and Procuring Servi	<b>605</b>				
Developing		Achieving		Excellent	
12.1	Overall Summary	12.2	Overall Summary	12.3	Overall Summarv
The organisation ensures that procurement and commissioning processes and practice take	The process to all decisions prior to procurement activities and on the letting of contracts require officers to complete information relating to Equality Duty. The policy team then sign these off.	Mechanisms are in place to ensure that equality standards are embedded throughout the procurement cycle.		The organisation can demonstrate that commissioned/ procured services are helping it achieve its equality priorities.	Overan Junimary
Criteria		Criteria	Kev Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Guidance is available for suppliers on the equality requirements for the procurement and commissioning process.	Key Evidence Against Criteria	The organisation considers how the public pound is spent in regards to local procurement and influence on the local economy.		There is evidence that contracts are being monitored using quantitative and qualitative analysis. The results are considered by both the supplier and client.	-
Criteria	The specifications and contract terms include the equality duties including seeking copies of all relevant policies of the supplier. Where the suppliers policy is deemed insufficient they are required to adopt the councils.	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There are standard equality clauses for contracts. Key Evidence Against Criteria	Key Evidence Against Criteria	Specifications take account of the different needs of users, for example through equality analysis/ impact assessments.		There is evidence of providers meeting the organisations equality objectives.	
	Yes.	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Monitoring requirements are built into contracts to ensure equality issues are addressed.		Providers understand and can articulate a commitment to equality.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		The organisation has an established Social Value Framework. The Social value of contracts is measured.		The organisation achieves considerable social value from Its contracts	
		Criteria	Kev Evidence Against Criteria	Criteria	Kev Evidence Against Criteria

The performance of sub- contracting Local procurement is positively influencing the arrangements is measured.	
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Developing		Achieving		Excellent	
13.1	Overall Summary	13.2	Overall Summary	13.3	Overall Summary
tructures are in place to ensure equality	The Department adheres to the Equality in Employment and Equality in	Equality objectives are integrated into		The organisation can demonstrate that	o voran cannuary
utcomes are integrated into business objectives.	Service Provision policies. However, there are no specific equality	service plans across the organisation,		improvements and equality outcomes are	
	outcomes integrated into the service plan	with progress towards them		being delivered across the business.	
		performance managed by key		g	
		decision makers.			
riteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
ervice plans are monitored regularly to ensure	Not as far as I am aware	Objectives address inequality and		Service Plans are designed and written with	
hat equality objectives are being met.		equality gaps.		equality objectives in mind.	
riteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Equality analysis is fed into planning and	Not as far as I am aware	The needs of protected groups are		Business plans review past performance,	
assessment of service plans.		taken account of.		demonstrate how past objectives have been	
				achieved, review performance and set new	
				objectives.	
riteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
ustomer care policies highlight the needs of		Service users have opportunities to		Gaps have been identified in terms of who may	
rotected groups.		comment on how services are		not be using the service and why. Action has	
		planned.		been taken to change services in response.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Objectives have specific timescales.		There is evidence of improved or improving	
				outcomes, disaggregated where appropriate to	
				demonstrate the effects on different	
				communities/ protected groups.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Resource implications have been		There is evidence that Services are being co-	···) _····
		properly assessed.		produced with service users.	
		PP		·····	
		Criteria	Key Evidence Against Criteria		
		Key decision makers demonstrate	Ney Evidence Agailst Chiefia		
		that they continuously monitor, review			
		and evaluate performance for			
		equality objectives.			
		equality objectives.			
		Criteria	Key Evidence Against Criteria		
		Equality integrated into the			
		performance management.			

Service Delivery							
Developing		Achieving		Excellent			
14.1	Overall Summary	14.2	Overall Summary	14.3	Overall Summary		
The organisation has systems to collect, analyse and measure how satisfied all sections of the community are with services.		There is evidence that services are meeting the needs of a diverse community, and that take up of services is representative of the wider community.		The organisation has systems in place to use monitoring data and citizen feedback to redesign or adapt services to ensure equity of access, and can demonstrate where this has been done.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		
There are mechanisms in place for service users to be consulted about service development and delivery.		Service users are consulted effectively before services are developed.		Services are co-produced with service users wherever possible and service users are able to influence changes.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		

Social Value and Collaborative Principles are reflected in the organisations practical service delivery.		Issues such as Social Prescription and Social Value are used to measure outcomes which are not delivered by the organisation.		Initiatives such as Community Asset Transfers and Community Right to Challenge are in evidence as delivered by local communities instead of the local authority.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation is able to analyse and measure whether all sections of the community are able to access services.		Access to and appropriateness of services is monitored regularly by senior leaders and decision makers.		There is evidence of how levels of customer satisfaction with services have improved over time.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
It is clear who Service users are. Services carry out mapping exercises to identify and review current participation and to highlight gaps.		Senior leaders and decision makers demonstrate that they continuously review and evaluate access to services.		Take up of services is representative of the community in proportions that would be expected.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation collects data about user satisfaction with its services. The mapping and satisfaction data collected is disaggregated by different equality groups or vulnerable communities.		Data about access to services and user satisfaction is used in equality analyses/ equality impacts assessment.		There are examples of how different customers' experiences are analysed and acted upon.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Complaints are disaggregated by protected groups. There are mechanisms in place to enable staff to introduce business improvements.		A scrutiny/ evaluation process of services is in place.		The organisation has taken steps to safeguard the human rights of individuals where these have been threatened.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		
Appropriate mechanisms are in place to ensure that Human Rights considerations are identified when planning services and that customers and citizens are treated with dignity and respect.	In formal reporting mechanisms for executive decisions legal services considers the lawfulness of the proposed decisions and this will included analyses of any potential hum rights issues.	Human Rights issues are understood and considered when delivering services to customers and clients.			
		Criteria	Key Evidence Against Criteria		
		Human Rights guidance is available for staff and decision makers have up to date knowledge.	The formal template for report authors contains a section providing guidance on human rights issues.		

THEMATIC AREA 4 - Diverse and En	gaged Workforce				
Workforce Diversity					
Developing		Achieving		Excellent	
15.1	Overall Summary	15.2	Overall Summary	15.3	Overall Summary
The organisation understands its local labour market, and has mechanisms in place to monitor its workforce against protected characteristics.		The organisation can demonstrate movement towards greater diversity in its workforce profile compared with previous years, including increasing the levels of previously under- represented groups at all levels of the organisation.		The organisation actively ensures that the profile of its workforce (including the profile of major providers of commissioned services) broadly reflects the community it serves / local labour market.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation is clear about its local labour market.		Where there is evidence of disproportionality, action is being taken to reverse the trends.		There are appropriate examples of positive action to improve diversity.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
It has begun to identify the steps it needs to take to achieve a diverse workforce. These are reflected in recruitment policies and procedures.		Succession plans and recruitment processes address under- representation.		There is evidence that the workforce profile at all levels broadly matches the local labour market/community profile. This is continually monitored.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The progress of protected groups through the organisational hierarchy is monitored.		Specific and measureable employment targets been set to improve workforce diversity.		There are reasonable explanations for gaps (e.g. the community profile is constantly changing or largely retired population) and what the organisation is doing about it.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria

Equality mapping data is used as part of the analysis.		Selection panels are trained in Unconscious Bias. This includes senior recruitment panels where Members are involved.	Good use is made of flexible working arrangements and career pathway initiatives to address potential barriers and under representation.	
Criteria	Key Evidence Against Criteria			
Recruitment and selection is monitored at all stages of the process by protected characteristics.				

Inclusive Strategies and Policies					
Developing		Achieving		Excellent	
16.1	Overall Summary	16.2	Overall Summary	16.3	Overall Summary
The organisation's workforce strategies and policies include equality considerations and objectives.		The equality objectives contained within workforce strategies are implemented and monitored.		Prioritised equality outcomes for the whole workforce are being achieved.	,
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
All employment policies and procedures comply with equality legislation and employment codes of practice.	The Council's employment policies are checked for compliance with equality legislation and employment codes of practice.	The organisation has a basic set of policies and practices to enhance workforce equality and diversity including reasonable adjustments, equal pay, flexible working and family friendly policies.		The organisation has an excellent set of policies and procedures in place which are actively promoted to staff from all protected groups and used by managers to promote equality.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation's workforce strategy identifies equality issues.		The equality aspects of the organisation's workforce strategy are being implemented and tracked.		Strategic, innovative and holistic approaches have been considered to improve outcomes.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Targets and objectives are based on internal monitoring, staff consultation and the assessment of the local labour market and barriers to employment.		When necessary, changes have been made as a result of equality analysis findings.		Staff are involved in developing and monitoring these policies.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
New/changing employment policies and procedures are assessed for their impact on people with protected characteristics.		Managers apply policies and practices across the authority in a consistent manner for all staff.		Positive and tangible outcomes have been delivered as a result of the implementation of a wide range of policies and practices.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
All employment and training related policies are regularly reviewed.		Staff are engaged positively in employment and service transformation and in developing new roles and ways of working. Trade unions and partners are involved.		The organisation compares well with others.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The council is using its workforce data to develop training and development strategies that can support a wider equalities agenda for employees.		The training and development offer supports a wider equalities agenda for the organisation.		Outcomes are communicated to staff with protected characteristics.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
A range of inclusive structures are in place to engage and involve staff.		Training courses and development interventions are meeting the needs of different groups, and are making a difference in getting underrepresented groups of staff up the leadership ladder.		The organisation has high satisfaction levels across all staff groups in respect of staff engagement.	
				Criteria	Key Evidence Against Criteria
				Training and development strategies are proven to be making a significant difference to the wider equality agenda for employees and for workforce diversity.	

Developing		Achieving		Excellent	
17.1	Overall Summary	17.2	Overall Summary	17.3	Overall Summary
Systems are in place to collect and analyse		The organisation regularly monitors,		The authority has a robust and comprehensive	
employment data across a range of practices		analyses and publishes employment		set of employment data and uses this to inform	
recruitment, training, leavers, grievance and		data in accordance with its statutory		its workforce strategy and management	
disciplinaries etc).		duties.		practice.	
disciplinaries etc).		duies.		practice.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation reports annually on its Gender	Yes. These can be found on the internet.	Data on applicants, people shortlisted		Workforce data includes a wide range of	
Pay Gap.		and the composition of the workforce		information and protected characteristic	
		is systematically collected. This can		profiles including pay levels, training	
		be disaggregated by the protected		opportunities, appraisal ratings.	
		characteristics.		opportunitico, appraioarratingo.	
		characteristics.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
People are encouraged to provide data and there		The organisation's Gender Pay Gap		The organisation considers pay gaps across	
are initiatives in place to increase the disclosure of		is reducing and it is addressing any		other areas of inequality such as religion and	
equality information by staff.		race pay gap.		belief/ race- ethnicity/ age, disability etc.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Diversity monitoring information is separated from		There is evidence that workforce	noy Endonce Agamer enterna	The organisation understand the effects of	noy Endoneo Agamer entena
ecruitment decisions and held securely.		data is analysed and reported to		employment policy and practice on its	
		senior leaders regularly.		workforce.	
Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
GDPR processes are in place and regulations are		Workforce information is published to		The organisation has sufficient information	
peing met.		cover basic legal requirements and		about staff to inform robust equality analysis.	
		includes analysis of pay/job			
		evaluation outcomes.			
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		There is evidence that the		The workforce profile is updated regularly.	
		organisation is actively working on		···· ············· ··· ···············	
		reducing its Gender Pay Gap.			
			Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Action has been taken as a result of		Data is looked at organisationally and service	
		monitoring, trends are being identified		by service.	
		and used to help establish objectives.		· · · · · · · · · · · · · · · · · · ·	
				Criteria	Kay Evidence Against Criti-
					Key Evidence Against Criteria
				It is possible to analyse data by all the protected characteristics.	

Learning and Development	earning and Development							
Developing		Achieving		Excellent				
18.1	Overall Summary	18.2	Overall Summary	18.3	Overall Summary			
	Members are offered equality and diversity training at induction and on an ongoing basis.	The organisation provides a range of accessible learning and development opportunities to support councillors and officers in achieving equality objectives and outcomes.		Decision makers understand the importance of equality when making decisions and in how they use resources. Services are provided by knowledgeable and well-trained staff who are equipped to meet the diverse needs of local communities.				
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria			
An assessment has been made as to what equality-related training, learning or development is required.		Equality and diversity forms part of the training and development for key decision makers.		Managers and staff are accountable for ensuring equality outcomes. They can give examples of improved equality outcomes they have contributed to.				
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria			
Appropriate behavioural competencies have been identified for the workforce.		There is evidence that equality issues are mainstreamed into all training (e.g. training on customer care.		Good performance is recognised in the appraisal process and more generally.				
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria			

Induction training for new Members includes equality and all Members are offered Equality training.		Different methods are used to promote learning to a wide audience (e.g. standard courses, coaching, mentoring).		Staff feel their skills have improved and that they are able to relate effectively with a range of clients.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Appraisal processes ensure staff and managers are aware of their equality-related responsibilities and accountabilities.		Management and individual appraisals include specific equality objectives for the service area.		Staff can answer questions about the council's equality priorities.	
				Criteria	Key Evidence Against Criteria
				Feedback from service users in protected groups is positive about the skills of staff in dealing with their issues.	

Health and Wellbeing					
Developing		Achieving		Excellent	
19.1	Overall Summary	19.2	Overall Summary	19.3	Overall Summary
The organisation has begun to consider how it can		The organisation promotes the health		There is a positive health and wellbeing culture	
address the key employee health and wellbeing		and well-being of staff in its		throughout all levels and areas of the service.	
ssues.		workforce and other policies.			
		······			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation uses workforce data and other		There is a coherent Health and	,,,,,,,	Approaches to health and wellbeing are	
nformation from staff to determine what its health		Wellbeing Strategy that addresses a		innovative.	
and wellbeing priorities are.		range of related issues.			
		range of rolated loades.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria
The organisation has assessed all aspects of the		Improvements have been made to		.The organisation has adopted the Social	
working environment to ensure that the needs of		the working environment.		model of disability	
all its employees are met.		-		· · · · · · · · · · · · · · · · · · ·	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
A range of inclusive mechanisms are in place to		Staff are engaged positively in		There have been significant outcomes in the	
engage and involve staff.		employment and service		health and wellbeing of all staff including those	
5.5		transformation and in developing new	,	with protected characteristics.	
		roles and ways of working.			
		roloo and wayo or working.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Policies and systems are in place to identify,		Reasonable Adjustments are		There are high satisfaction levels with the	
prevent and deal effectively with harassment and		provided in a timely fashion		working environment across all staff groups	
bullying at work.		consistently across the organisation.		particularly those with protected	
				characteristics.	
	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria
Criteria The organisation has a policy for Reasonable	Key Evidence Against Criteria	Criteria Occupational health works closely	Key Evidence Against Criteria	Criteria The organisation has high satisfaction levels	Key Evidence Against Criteria
	Key Evidence Against Criteria		Key Evidence Against Criteria		Key Evidence Against Criteria
The organisation has a policy for Reasonable Adjustments for staff and Members and	Key Evidence Against Criteria	Occupational health works closely	Key Evidence Against Criteria	The organisation has high satisfaction levels	Key Evidence Against Criteria
The organisation has a policy for Reasonable Adjustments for staff and Members and	Key Evidence Against Criteria	Occupational health works closely with HR to identify and address	Key Evidence Against Criteria	The organisation has high satisfaction levels across all staff groups in respect of staff	Key Evidence Against Criteria
The organisation has a policy for Reasonable Adjustments for staff and Members and managers are trained to implement it.		Occupational health works closely with HR to identify and address absence trends.		The organisation has high satisfaction levels across all staff groups in respect of staff engagement.	
The organisation has a policy for Reasonable Adjustments for staff and Members and managers are trained to implement it. Criteria	Key Evidence Against Criteria Key Evidence Against Criteria	Occupational health works closely with HR to identify and address absence trends. Criteria	Key Evidence Against Criteria Key Evidence Against Criteria	The organisation has high satisfaction levels across all staff groups in respect of staff engagement. Criteria	Key Evidence Against Criteria Key Evidence Against Criteria
The organisation has a policy for Reasonable Adjustments for staff and Members and managers are trained to implement it. Criteria		Occupational health works closely with HR to identify and address absence trends. Criteria Managers have received training on		The organisation has high satisfaction levels across all staff groups in respect of staff engagement. Criteria Harassment and bullying at work is dealt with	
The organisation has a policy for Reasonable Adjustments for staff and Members and managers are trained to implement it. Criteria		Occupational health works closely with HR to identify and address absence trends. Criteria Managers have received training on mental health awareness and say		The organisation has high satisfaction levels across all staff groups in respect of staff engagement. Criteria Harassment and bullying at work is dealt with effectively and staff say that they are treated	
The organisation has a policy for Reasonable Adjustments for staff and Members and managers are trained to implement it. Criteria		Occupational health works closely with HR to identify and address absence trends. Criteria Managers have received training on mental health awareness and say they are equipped to address staff		The organisation has high satisfaction levels across all staff groups in respect of staff engagement. Criteria Harassment and bullying at work is dealt with	
The organisation has a policy for Reasonable Adjustments for staff and Members and managers are trained to implement it. Criteria Occupational health services are provided.	Key Evidence Against Criteria	Occupational health works closely with HR to identify and address absence trends. Criteria Managers have received training on mental health awareness and say they are equipped to address staff issues.	Key Evidence Against Criteria	The organisation has high satisfaction levels across all staff groups in respect of staff engagement. Criteria Harassment and bullying at work is dealt with effectively and staff say that they are treated	
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The organisation has a policy for Reasonable Adjustments for staff and Members and managers are trained to implement it. Criteria Occupational health services are provided. Criteria The organisation has started to address mental	Key Evidence Against Criteria	Occupational health works closely with HR to identify and address absence trends. Criteria Managers have received training on mental health awareness and say they are equipped to address staff issues. Criteria Harassment and bullying incidents	Key Evidence Against Criteria	The organisation has high satisfaction levels across all staff groups in respect of staff engagement. Criteria Harassment and bullying at work is dealt with effectively and staff say that they are treated	
The organisation has a policy for Reasonable Adjustments for staff and Members and managers are trained to implement it. Criteria Occupational health services are provided. Criteria The organisation has started to address mental	Key Evidence Against Criteria	Occupational health works closely with HR to identify and address absence trends. Criteria Managers have received training on mental health awareness and say they are equipped to address staff issues. Criteria	Key Evidence Against Criteria	The organisation has high satisfaction levels across all staff groups in respect of staff engagement. Criteria Harassment and bullying at work is dealt with effectively and staff say that they are treated	
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The organisation has a policy for Reasonable	Key Evidence Against Criteria	Occupational health works closely with HR to identify and address absence trends. Criteria Managers have received training on mental health awareness and say they are equipped to address staff issues. Criteria Harassment and bullying incidents are monitored and analysed regularly. Criteria	Key Evidence Against Criteria	The organisation has high satisfaction levels across all staff groups in respect of staff engagement. Criteria Harassment and bullying at work is dealt with effectively and staff say that they are treated	
The organisation has a policy for Reasonable Adjustments for staff and Members and managers are trained to implement it. Criteria Occupational health services are provided. Criteria The organisation has started to address mental	Key Evidence Against Criteria	Occupational health works closely with HR to identify and address absence trends. Criteria Managers have received training on mental health awareness and say they are equipped to address staff issues. Criteria Harassment and bullying incidents are monitored and analysed regularly. Criteria Appropriate action is taken to	Key Evidence Against Criteria Key Evidence Against Criteria	The organisation has high satisfaction levels across all staff groups in respect of staff engagement. Criteria Harassment and bullying at work is dealt with effectively and staff say that they are treated	
The organisation has a policy for Reasonable Adjustments for staff and Members and managers are trained to implement it. Criteria Occupational health services are provided. Criteria The organisation has started to address mental	Key Evidence Against Criteria	Occupational health works closely with HR to identify and address absence trends. Criteria Managers have received training on mental health awareness and say they are equipped to address staff issues. Criteria Harassment and bullying incidents are monitored and analysed regularly. Criteria	Key Evidence Against Criteria Key Evidence Against Criteria	The organisation has high satisfaction levels across all staff groups in respect of staff engagement. Criteria Harassment and bullying at work is dealt with effectively and staff say that they are treated	

Key Considerations to Test During S	Race Equality - please relate this criteria to your local workplace, service provision and communities you serve. Key Considerations to Test During Self-Assessment, Review and Ongoing Strategy Development. Please indicate local performance, from a race equality, diversity and inclusion perspective.							
Developing		Achieving		Excellent				
20.1	Overall Summary	20.2	Overall Summary	20.3	Overall Summary			

The organisation has begun to consider how it car			The organisation promotes and practices race	1	There is a positive and inclusive race equality
address the key employee race equality, issues, concerns and barriers.			equality in its workforce and other policies.		culture and performance throughout all levels and areas of the service.
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Secondments	Are they transparent, fair, advertised, open and merit based?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Recognition, pay and reward	Is everyone recognized fairly and consistently? Is there unfairness in pay and performance (eg ratings) and reward (eg recognition payments)? Is there an ethnicity pay gap?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Policies and Best Practice	Is flexible working / work life balance equally offered? are reasonable adjustments consistent and meet individual needs? Are all policies and processes free from discrimination and bias?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Recruitment	Is the process equitable and fair? Are there equal internal progression opportunities? Is there bias in recruitment practices? Do applicant and hiring rates reflect local communities?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Mentoring and Coaching	Is there a culture of mentoring and coaching, accessible and available to all? Are there reverse mentoring opportunities? Can all staff discuss and get development with their line managers? Are there role models?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Progression	Do BAME staff have long length of service, poor progression, unable to showcase / demonstrate ability and are there unequal access to opportunities. Is there recruitment bias in progression? Are internal pipelines understood?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Retention	Is there a poor employee experience and what does it look and sound like? Is there poor behaviours, internally and externally and ways to call these out, tackle and resolve these? Is there high BAME turnover re joiners and leavers? Are we representative at all grades?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Employee Network Groups	Are there effective Network Groups, with clear terms of reference, standard operating procedures, senior sponsors, committees and a clear governance structure and pathways? Do they have an evidenced workplan, a communications plan and act as a constructive and				
	focused forum, providing insight and employee voice to help inform organisational needs.				

Employee Voice and Speaking Out	Are BAME staff able to speak out, report and surface any workplace issues, in relation to behaviours, decisions, pay and reward, abusive customers Will these be taken seriously. Are there unintended consequences for the victim? Is there a culture of under reporting.				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Culture	Are there in-groups, out-groups, favoritism, bias? Is there low confidence, self-esteem for BANE Staff? Is there an inclusive culture and behaviours? Are there excluding behaviours and what are they ?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Performance	Are there disparities in objective setting, performance reviews, workplace allocation and performance ratings for BAME staff? Are there less exceeded target ratings for BAME staff?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Line Management relationship and practice	Is line management inclusive? Is there consistent wellbeing support, respect, development opportunities and line management? Can you call out poor behaviours to line managers, who will help you to resolve them?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Workplace practices	Are all processes, procedures and practices consistent, of high quality with no adverse impacts on BANE staff. Are BANE staff given unfavourable work allocation, shift patterns, hazardous work?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Employee Relations	Are there any disparities in HR cases brought forward by BAME staff? Are there disparities in outcomes? Are there disparities in BAME employees experiencing disciplinary procedures and disproportionate outcomes / sanctions? Is there a healthy Employee Relations culture between the TUs and organisation on Race Equality? How satisfied are BAME staff with the outcomes of formal / informal complaints and concerns? Are BAME staff confident about speaking up on issues pertaining to race and racism (whether about the workplace, service delivery or societal)?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Development opportunities	Is there consistent and fair opportunities to learning and development opportunities for non-mandatory courses, local opportunities, shadowing, projects, daily tasks? Are development plans supportively discussed and recorded during performance reviews?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps

Impact Assessments	Is there an effective work practice of timely and meaningful Equality and Health Impact Assessments and do they fully consider, consult and improve outcomes for BAME employees, service users and communities. Are managers skilled in delivering these and leaders skilled in reviewing these? Is the political leadership skilled and adept at understanding EDI implications and mitigation decisions?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Governance	Is there clear Governance structures, EDI sponsors and local leads and measures? How do we actively monitor need, progress and impact? Are we aware of our drivers (internal, external, legal, Public Authority, regulatory, GLA, London Councils). Are all individual responsibilities clearly understood and delivered?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Leadership	Is the leadership pro-actively engaged in the EDI Agenda. Is the leadership actively anti-racist. Does the leadership create active leadership listening opportunities? Does the leadership attend Inclusive Leadership development? Do Leaders have EDI performance targets, measures, with leadership development on how to deliver against these? Do our leadership and managers have the cultural intelligence to manage and support a diverse workforce?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Data and Reporting	Are there dashboards, scorecards, inclusion index, recruitment data, staff survey data, effective reporting, service users data and integrated People Plans? Do these show a clear BAME analysis and narrative? Are these circulated and do managers have the skills to interpret and respond by changing employment practice and service provision? Is the Ethnicity Pay Gap a potential analysis to conduct.				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Frontline Employee Experience	Are there differential and adverse experiences of BAME staff, due to their background? Are these reported and responded to by the organisation? Is the required support provided? Are services designed to protect and safeguard staff?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Community Relationships	What is the Council's reputation as an employer of choice? Are there tensions in the community between different groups? Does the Council understand the demographic diversity and needs of different customer, service users and community groups? How does the Council understand this and use this intelligence to design and deliver inclusive and accessible services, safeguarding staff?				
	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
	Inclusion (issues not people) – Are issues/concerns pertinent to race proactively included/welcomed from the outset without resistance (and without having to be proposed by BAME staff)?				

	Perceptions (of none BAME staff) – From the perspective of non- BAME staff, how proactive is Havering Council in dealing with issues of race/racism and how well does it deliver on these issues?		
	Perceptions (of BAME staff) – From the perspective of BAME staff, how proactive is Havering Council in dealing with issues of race/racism and how well does it deliver on these issues?		
Attitudes, perceptions, values and beliefs and systemic race inequality	Perceptions (by BAME staff) – From the perspective of BAME staff, how proactive is Havering Council in dealing with issues of race/racism and how well does it deliver on these issues?		
	Attitudes (of non-BAME staff) – To what extent do non-BAME staff, across all grades, understand the impacts of race inequality in Britain, the impact it has on BAME citizens and their role in becoming anti- racist?		
	What is the visible leadership, HR and Trade Union's commitment and practices, in tackling issues around race inequality?		
	Systemic Racism – How well is racism (local, national and global) recognised and understood, in particular the effect it have on issues / decisions and behaviours within the borough and the council?		

## Race, Equality, Accessibility, Diversity and Inclusion (READI) - Service Evidence Capture Self-Assessment

Directorate : IT			Service Name /s : Onesource		
Nominated Lead : REDACTED					
How To Guide :					
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	ch will automatically update. It is divided into se	•		•	
	dence for (please note the additional Race Equali			າg with the left hand column "Developing	g" put in :
<ul> <li>specific, service related examples of poli</li> </ul>	icies, procedures and practice that have positive i	impacts and outcomes for diverse	e groups		
- then, identify areas of improvement, cha	allenges and barriers to more inclusive service pro	ovision, workplaces and commur	nity cohesion		
- work across each standard and leave bla	ank, if no evidence exists or state in progress, if th	nis is planned			
- once complete, fill in the overall summa					
once complete, in in the overall samina	y or performance, in each section				
Please contact REDACTED @havering	g.gov.uk (EDI and Race Relations Consultant) if yo	ou need assistance and support.			
THEMATIC ADEA 1 . Understanding	and Working with your Communities				
THEMATIC AREA 1 - Understanding	and working with your communities				
Collecting and Sharing Information			1		
Developing	0	Achieving	0	Excellent	
1.1	Overall Summary	1.2 Relevant, proportionate and	Overall Summary	1.3 A comprehensive set of information about	Overall Summary
The organisation has gathered and published information and data on the profile of its		appropriate information about the		A comprehensive set of information about local communities/protected characteristics	
communities and the extent of inequality and		local communities and their		needs and outcomes is regularly updated and	
disadvantage. Plans are in place to collect, share		protected characteristics is being		published and used to identify priorities for the	
and use equality information with partners.		gathered. Information is shared		local area	
		across the organisation and with			
		partners			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation is clear about what sources of		Information is disaggregated and		The Council is working with partners to	
information (both local and national) are relevant		analysed on the basis of different		continuously develop new and innovative data	
and useful.		communities, including those		sharing platforms.	
		sharing protected characteristics.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation knows what information is		Quantitative and qualitative research		The organisation has a sophisticated	
already being collected - internally and by its		methods are used to gather data		understanding of the difference between the	
partners, including voluntary and community sector stakeholders?		and information.		equality profile of their local area and how that translates to inequalities for different groups.	
Sector stakeholders?				translates to inequalities for different groups.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Some information and data has been gathered	Rey Evidence Against Criteria	National and regional data is used	Key Evidence Against Chiena	Changing needs are identified and prioritised	Rey Evidence Against Criteria
and published.		and analysed.		across a wide range of services and	
F				outcomes by, for example, referring to the	
				Equality and Human Rights Commission's	
				Equality Measurement Framework.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation is working with its partners to		Information from ward councillors is		Data is regularly updated and used to set	
ensure information is shared effectively.		gathered in a systematic way.		priorities across the organisation and in different services, by geographical area and	
				by protected characteristic.	
				by protected characteristic.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Partners ensure efficient collection of data that		Data is easily accessed, shared and		There is evidence of a continuous	
avoids duplication.		used by departments across the		improvement of the quality of the data.	
		organisation.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The authority is compliant with GDPR legislation		The organisation is working with		The organisation is working with partners to	
in its collection, analysis storage and use of data and information		partners to address identified gaps in information. Data is disaggregated		ensure that changing needs are identified and	
and milliduon		information. Data is disaggregated using the same or similar categories.		met.	
		asing the same of similar categories.			
1					
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria

	Information is being shared to identify and measure equality gaps and to inform outcomes for the area.		Voluntary and community sector partners/health colleagues and stakeholders access and use the information.	
		Key Evidence Against Criteria		
	There are robust and effective protocols in place for sharing information between partners and to ensure data protection			
		Key Evidence Against Criteria		
	Information is being captured about health inequality.			

Developing	mation	Achieving		Excellent	
· •	0		0		0
2.1	Overall Summary	2.2	Overall Summary	2.3	Overall Summary
Systems are being developed to analyse soft and		Information and data is		Up to date and comprehensive equality data	There is ongoing work to gather and analyse
ard data/intelligence about communities, their	regarding digital inclusion.	disaggregated and analysed to	instance within Newham and its diverse groups of		data from Service Desk for example to improv
needs and aspirations.		support the assessment of local		of decisions.	equlaity amongst colleagues and providing the
		need, impacts of changes to	is web base transalation using Google translate		best service to the public who uses the service
		services and priorities.	to make it more accessible for those whose first		that is provided/
			language is not english.		
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation is developing and improving		Data is used to inform the setting of		The organisation and its partners are using	
systems for collating and analysing the different		relevant equality objectives, and		data in the most innovative ways such as	
sets of data being collected.		these are regularly monitored.		predictive analytics to target service	
-				interventions	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
nformation is collected by front-line staff or key		Data is used in service planning,		Data is being used to predict and measure	
decision makers and taken account of.		commissioning and decision making.		demand for services	
Criteria		Criteria		Criteria	Key Evidence Against Criteria
The authority is compliant with GDPR legislation,		Data is continuously gathered and	Yes, there is by the Head of Governace who is	Achievement of outcomes are measured and	Yes, we have check boxes to evidence that wo
analysis and use of data and information	collesgue who is trhe Head of ICT Governance does alot	analysed.	located in my team, different projects are	there is evidence of gaps being narrowed.	is completed in that area.
	of worl relating to FOI's and is compliant with GDPR and		analysed relating to Data and we incorporate		
	Data Warehouse.		assistance from various departments i.e.		
			Children's Issue within IT as an example.		
Criteria		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Information is disaggregated in a		Performance is monitored against equality	
		meaningful way, by relevant		objectives and outcomes including procured	
		protected characteristic and other		and commissioned services, and with key	
		factors (such as deprivation or		partners and other stakeholders.	
		rurality) and analysed on a regular			
		basis. Information is used to identify			
		and prioritise on the basis of need.			
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Information and data is used		Equality outcomes for commissioned and	
		effectively as part of impact		procured services are monitored and reported	
				on	
		assessment/ risk assessment and		on.	
		assessment/ risk assessment and giving due regard to the public		on.	
		assessment/ risk assessment and		on.	

Effective Community Engagement							
Developing		Achieving		Excellent			
3.1	Overall Summary	3.2	Overall Summary	3.3	Overall Summary		

_		_		_	_
Inclusive community engagement structures are		Engagement mechanisms and		Formal and informal interactions takes place	
being developed throughout the organisation.		structures are in place to involve		between the organisation and its diverse	
		equality stakeholders and scrutinise		communities. Communities from across the	
There are opportunities for communities to be		service delivery, decision- making		protected groups are actively participating in	
involved in decision making.		and progress. The organisation		and influencing decision making.	
interfed in decision maring.		engages with all its communities		and initiating accision making.	
		when making decisions, including			
		those with protected characteristics.			
		those with protected characteristics.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation has an engagement strategy. It		People from protected groups are		There are a range of innovative approaches	
is clear about different levels of engagement (i.e.		encouraged and enabled to		to involving communities and arrangements	
informing, consulting, participating, co-producing)		participate in decision making.		are made to meet specific or individual needs.	
and when these are appropriate.					
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Engagement structures are in place		A range of engagement		Vulnerable people/ communities are	
		methodologies are used.		participating including the hardest to reach in	
		-		the community.	
		1		· ·	
0.11.11		0.11.1		0.46.4	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There are opportunities for protected groups to		Priorities have been changed as a		There is evidence that mainstream	
be engaged with decision making.'		result of engagement with a clear		engagement mechanisms are increasingly	
		and demonstrable evidence basis.		involving previously under-represented	
				groups.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation can evidence examples of		The organisation and partners		Communities are encouraged or supported to	
these opportunities.		engage collectively/share		influence or make decisions.	
		information and results of			
		engagement activities to ensure that			
		particular groups are not being over			
		consulted with.			
Criteria	Key Fyidence Anainst Criteria	Critoria	Key Evidence Anainst Criteria	Critoria	Kay Evidence Against Criteria
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria Criff and stakeholders are able to describe	Key Evidence Against Criteria
Shared engagement structures/mechanisms are	Key Evidence Against Criteria	There is an increase in the	Key Evidence Against Criteria	Staff and stakeholders are able to describe	Key Evidence Against Criteria
	Key Evidence Against Criteria	There is an increase in the involvement of underrepresented	Key Evidence Against Criteria	Staff and stakeholders are able to describe levels of influence within the community and	Key Evidence Against Criteria
Shared engagement structures/mechanisms are	Key Evidence Against Criteria	There is an increase in the	Key Evidence Against Criteria	Staff and stakeholders are able to describe	Key Evidence Against Criteria
Shared engagement structures/mechanisms are	Key Evidence Against Criteria	There is an increase in the involvement of underrepresented	Key Evidence Against Criteria	Staff and stakeholders are able to describe levels of influence within the community and	Key Evidence Against Criteria
Shared engagement structures/mechanisms are	Key Evidence Against Criteria	There is an increase in the involvement of underrepresented	Key Evidence Against Criteria	Staff and stakeholders are able to describe levels of influence within the community and	Key Evidence Against Criteria
Shared engagement structures/mechanisms are	Key Evidence Against Criteria	There is an increase in the involvement of underrepresented	Key Evidence Against Criteria	Staff and stakeholders are able to describe levels of influence within the community and	Key Evidence Against Criteria
Shared engagement structures/mechanisms are in development with partners.		There is an increase in the involvement of underrepresented groups.		Staff and stakeholders are able to describe levels of influence within the community and changes made as a result.	
Shared engagement structures/mechanisms are in development with partners. Criteria	Key Evidence Against Criteria Key Evidence Against Criteria	There is an increase in the involvement of underrepresented groups.	Key Evidence Against Criteria Key Evidence Against Criteria	Staff and stakeholders are able to describe levels of influence within the community and changes made as a result. Criteria	Key Evidence Against Criteria Key Evidence Against Criteria
Shared engagement structures/mechanisms are in development with partners. Criteria There are some shared engagement activities		There is an increase in the involvement of underrepresented groups. Criteria Engagement with the community		Staff and stakeholders are able to describe levels of influence within the community and changes made as a result. Criteria Key decision makers are involved in the	
Shared engagement structures/mechanisms are in development with partners. Criteria		There is an increase in the involvement of underrepresented groups. Criteria Engagement with the community and voluntary sector and the wider		Staff and stakeholders are able to describe levels of influence within the community and changes made as a result. Criteria	
Shared engagement structures/mechanisms are in development with partners. Criteria There are some shared engagement activities		There is an increase in the involvement of underrepresented groups. Criteria Engagement with the community and voluntary sector and the wider community effectively inform		Staff and stakeholders are able to describe levels of influence within the community and changes made as a result. Criteria Key decision makers are involved in the	
Shared engagement structures/mechanisms are in development with partners. Criteria There are some shared engagement activities		There is an increase in the involvement of underrepresented groups. Criteria Engagement with the community and voluntary sector and the wider		Staff and stakeholders are able to describe levels of influence within the community and changes made as a result. Criteria Key decision makers are involved in the	
Shared engagement structures/mechanisms are in development with partners. Criteria There are some shared engagement activities		There is an increase in the involvement of underrepresented groups. Criteria Engagement with the community and voluntary sector and the wider community effectively inform		Staff and stakeholders are able to describe levels of influence within the community and changes made as a result. Criteria Key decision makers are involved in the	
Shared engagement structures/mechanisms are in development with partners. Criteria There are some shared engagement activities		There is an increase in the involvement of underrepresented groups. Criteria Engagement with the community and voluntary sector and the wider community effectively inform	Key Evidence Against Criteria	Staff and stakeholders are able to describe levels of influence within the community and changes made as a result. Criteria Key decision makers are involved in the	Key Evidence Against Criteria
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Shared engagement structures/mechanisms are in development with partners. Criteria There are some shared engagement activities		There is an increase in the involvement of underrepresented groups. Criteria Engagement with the community and voluntary sector and the wider community effectively inform decisions. Criteria There are processes and plans	Key Evidence Against Criteria	Staff and stakeholders are able to describe levels of influence within the community and changes made as a result. Criteria Key decision makers are involved in the engagement process.	Key Evidence Against Criteria
Shared engagement structures/mechanisms are in development with partners. Criteria There are some shared engagement activities		There is an increase in the involvement of underrepresented groups. Criteria Engagement with the community and voluntary sector and the wider community effectively inform decisions. Criteria There are processes and plans	Key Evidence Against Criteria	Staff and stakeholders are able to describe levels of influence within the community and changes made as a result. Criteria Key decision makers are involved in the engagement process. Criteria There is evidence of partnership	Key Evidence Against Criteria
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Shared engagement structures/mechanisms are in development with partners. Criteria There are some shared engagement activities		There is an increase in the involvement of underrepresented groups. Criteria Engagement with the community and voluntary sector and the wider community effectively inform decisions. Criteria There are processes and plans throughout the organisation and with	Key Evidence Against Criteria	Staff and stakeholders are able to describe levels of influence within the community and changes made as a result. Criteria Key decision makers are involved in the engagement process. Criteria There is evidence of partnership arrangements leading to improved outcomes	Key Evidence Against Criteria
Shared engagement structures/mechanisms are in development with partners. Criteria There are some shared engagement activities		There is an increase in the involvement of underrepresented groups. Criteria Engagement with the community and voluntary sector and the wider community effectively inform decisions. Criteria There are processes and plans throughout the organisation and with partners to increase stakeholder and voluntary and community sector	Key Evidence Against Criteria	Staff and stakeholders are able to describe levels of influence within the community and changes made as a result. Criteria Key decision makers are involved in the engagement process. Criteria There is evidence of partnership arrangements leading to improved outcomes	Key Evidence Against Criteria
Shared engagement structures/mechanisms are in development with partners. Criteria There are some shared engagement activities		There is an increase in the involvement of underrepresented groups.  Criteria Engagement with the community and voluntary sector and the wider community effectively inform decisions.  Criteria There are processes and plans throughout the organisation and with partners to increase stakeholder and	Key Evidence Against Criteria	Staff and stakeholders are able to describe levels of influence within the community and changes made as a result. Criteria Key decision makers are involved in the engagement process. Criteria There is evidence of partnership arrangements leading to improved outcomes	Key Evidence Against Criteria
Shared engagement structures/mechanisms are in development with partners. Criteria There are some shared engagement activities		There is an increase in the involvement of underrepresented groups. Criteria Engagement with the community and voluntary sector and the wider community effectively inform decisions. Criteria There are processes and plans throughout the organisation and with partners to increase stakeholder and voluntary and community sector	Key Evidence Against Criteria	Staff and stakeholders are able to describe levels of influence within the community and changes made as a result. Criteria Key decision makers are involved in the engagement process. Criteria There is evidence of partnership arrangements leading to improved outcomes	Key Evidence Against Criteria
Shared engagement structures/mechanisms are in development with partners. Criteria There are some shared engagement activities		There is an increase in the involvement of underrepresented groups. Criteria Engagement with the community and voluntary sector and the wider community effectively inform decisions. Criteria There are processes and plans throughout the organisation and with partners to increase stakeholder and voluntary and community sector	Key Evidence Against Criteria	Staff and stakeholders are able to describe levels of influence within the community and changes made as a result. Criteria Key decision makers are involved in the engagement process. Criteria There is evidence of partnership arrangements leading to improved outcomes	Key Evidence Against Criteria
Shared engagement structures/mechanisms are in development with partners. Criteria There are some shared engagement activities		There is an increase in the involvement of underrepresented groups. Criteria Engagement with the community and voluntary sector and the wider community effectively inform decisions. Criteria There are processes and plans throughout the organisation and with partners to increase stakeholder and voluntary and community sector	Key Evidence Against Criteria	Staff and stakeholders are able to describe levels of influence within the community and changes made as a result. Criteria Key decision makers are involved in the engagement process. Criteria There is evidence of partnership arrangements leading to improved outcomes	Key Evidence Against Criteria
Shared engagement structures/mechanisms are in development with partners. Criteria There are some shared engagement activities		There is an increase in the involvement of underrepresented groups. Criteria Engagement with the community and voluntary sector and the wider community effectively inform decisions. Criteria There are processes and plans throughout the organisation and with partners to increase stakeholder and voluntary and community sector involvement in informing prio	Key Evidence Against Criteria Key Evidence Against Criteria	Staff and stakeholders are able to describe levels of influence within the community and changes made as a result. Criteria Key decision makers are involved in the engagement process. Criteria Criteria Criteria Criteria	Key Evidence Against Criteria Key Evidence Against Criteria
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Shared engagement structures/mechanisms are in development with partners. Criteria There are some shared engagement activities		There is an increase in the involvement of underrepresented groups.  Criteria Engagement with the community and voluntary sector and the wider community effectively inform decisions.  Criteria There are processes and plans throughout the organisation and with partners to increase stakeholder and voluntary and community sector involvement in informing prio Criteria Increase stakeholder and voluntary and community sector involvement and community sector involv	Key Evidence Against Criteria Key Evidence Against Criteria	Staff and stakeholders are able to describe levels of influence within the community and changes made as a result. Criteria Key decision makers are involved in the engagement process. Criteria Criteria Criteria Criteria	Key Evidence Against Criteria Key Evidence Against Criteria
Shared engagement structures/mechanisms are in development with partners. Criteria There are some shared engagement activities		There is an increase in the involvement of underrepresented groups.  Criteria Engagement with the community and voluntary sector and the wider community effectively inform decisions.  Criteria There are processes and plans throughout the organisation and with partners to increase stakeholder and voluntary and community sector involvement in informing prio  Criteria Criteria Criteria Criteria Criteria	Key Evidence Against Criteria Key Evidence Against Criteria	Staff and stakeholders are able to describe levels of influence within the community and changes made as a result. Criteria Key decision makers are involved in the engagement process. Criteria There is evidence of partnership arrangements leading to improved outcomes in participation. Criteria Partners are open to challenge and	Key Evidence Against Criteria Key Evidence Against Criteria
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Shared engagement structures/mechanisms are in development with partners. Criteria There are some shared engagement activities		There is an increase in the involvement of underrepresented groups.  Criteria Engagement with the community and voluntary sector and the wider community effectively inform decisions.  Criteria There are processes and plans throughout the organisation and with partners to increase stakeholder and voluntary and community sector involvement in informing prio Criteria Increase stakeholder and voluntary and community sector involvement and community sector involv	Key Evidence Against Criteria Key Evidence Against Criteria	Staff and stakeholders are able to describe levels of influence within the community and changes made as a result. Criteria Key decision makers are involved in the engagement process. Criteria There is evidence of partnership arrangements leading to improved outcomes in participation. Criteria Partners are open to challenge and	Key Evidence Against Criteria Key Evidence Against Criteria
Shared engagement structures/mechanisms are in development with partners. Criteria There are some shared engagement activities		There is an increase in the involvement of underrepresented groups.  Criteria Engagement with the community and voluntary sector and the wider community effectively inform decisions.  Criteria There are processes and plans throughout the organisation and with partners to increase stakeholder and voluntary and community sector involvement in informing prio Criteria Increase stakeholder and voluntary and community sector involvement and community sector involv	Key Evidence Against Criteria Key Evidence Against Criteria	Staff and stakeholders are able to describe levels of influence within the community and changes made as a result. Criteria Key decision makers are involved in the engagement process. Criteria There is evidence of partnership arrangements leading to improved outcomes in participation. Criteria Partners are open to challenge and	Key Evidence Against Criteria Key Evidence Against Criteria

Feedback is given and peop community are able to chall and have their views taken a of.	enge	Where there is very limited or no actual representation within a local demographic, the ability to cater for difference is in evidence.	

Fostering good community relations	S				
Developing		Achieving		Excellent	
4.1	Overall Summary	4.2	Overall Summary	4.3	Overall Summary
Structures are in place within the organisation and across partnerships to understand community relationships and map community tensions.		The organisation and its partners have a strong understanding of the quality of relations between different communities and collectively monitor relations and tensions. The organisation and its partners are actively engaged in planning and delivering activities that foster good relations.		The organisation takes a sophisticated approach to fostering good relations which has resulted in measurable improvements in relationships between diverse communities	
Criteria There are joint partnerships responsible for	Key Evidence Against Criteria	Criteria Harassment and hate crimes are	Key Evidence Against Criteria	Criteria Information is available to show there has	Key Evidence Against Criteria
note are joint partnerships responsible for monitoring community tensions.		monitored and analysed regularly		been an improvement in community relations.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The Community Safety Strategy addresses the issue of community cohesiveness		Appropriate action is taken to address the issues that have been identified.		The organisation works with others to improve performance on good relations between diverse communities.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Council leaflets/ posters/ communications/ events promote positive relations.		Members play a role in monitoring community relations and reporting intelligence		The Council's leaders maintain a high profile on community relations. The Council makes use of Members' links with different communities depending on circumstances.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Data is available, and is it disaggregated to cover the protected characteristics.		The Council plays a leading role in bringing the partners and the community together if there are serious incidents of hate crime.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Data is regularly analysed and acted upon.		There is obvious and demonstrable cross- over between equality, diversity and community cohesion.	
		Criteria	Key Evidence Against Criteria		
		Stakeholders and communities are involved in the monitoring.			

Participation in public life					
Developing		Achieving		Excellent	
6.1	Overall Summary	6.2	Overall Summary	6.3	Overall Summary
The organisation has a clear understanding of the level of participation in public life by different communities/protected characteristics. This can include involvement in local democracy and representation e.g. school governors, councillors, board members of voluntary/statutory sector organisations.		Local people are encouraged to participate in public life or in other activities where they are under- represented. The Council uses a range of different methods and it is able to innovate and find new ways to extend participation in certain communities.		There is an improvement in the participation rates of under-represented groups in public life. The organisation can demonstrate that people across a range of protected characteristics are able to influence decisions	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria

Information/data is gathered about the extent of involvement in public life	The organisation actively informs and involves local people, including under- represented groups, in opportunities for public participation.	There is evidence that improvements have been achieved.	
	Criteria Outreach work or public campaigning has been undertaken to increase levels of participation by protected groups.	More people from under-represented groups are participating across a wider range of activities.	Key Evidence Against Criteria
		Criteria Decision makers are from a wider range of backgrounds.	Key Evidence Against Criteria

their commitment to a diverse workforce and have made leves that is expected from staff when delivering services to the communitysession on racism, inequality, diversity & inclusion. The organisation have this informs the way he organisation responds to challengesto discuss this at the most senior levels. to discuss this at the most senior levels.when making difficult decisions it continues demonstrate a clarely variculated active thand meaningful commitment to equality. meaningful commitment to equality. the organisation making and how this informs the way he organisation responds to challengesto discuss this at the most senior levels.when making difficult decisions it continues meaningful commitment to equality. meaningful commitment to equality. meaningful commitment to equality. the organisation and local communities.Senior leaders and meaningful commitment to equality. the organisation and local communities.Senior leaders and as envice that meaningful commitment to equality issues. They waik the taff.Key Evidence Against CriteriaKey Evidence Against	THEMATIC AREA 2 - Leadership and Organisational Commitment						
T.1         Overall Summary         T.2         Overall Summary         T.3         Overall Summary           Deplicat and executive leaders built optication consoling leaderships addication and heliening dearmation.         Pericial and executive leaders demonstrate period in too community and with all of a patients of demonstrate period in too community and with all of a patients of demonstrate period in too community and with all of a patients of demonstrate period in too community and with all of a patients of demonstrate period in too community and with all of a patients of demonstrate period in the community and with all of a patients of demonstrate period in the community and with all of a patients of demonstrate period in the community and with all of a patients of demonstrate period in the community and with all of a patients of demonstrate period in the opplication in addition in addition period in the meeting way to period in the meeting way period in the meeting way to period in the addition in additin a additin addition in additin addition in addition in additin							
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publicative good relations and challenging       demonstrate personal knowledge and understrating good relations.       communities and contreme to advant a	7.1	Overall Summary	7.2	Overall Summary	7.3	Overall Summary	
Instancing opport relations and challenging indicers and challenging interests and foatering good relations.         and understanding of local incommunities and continue to show committees to recently appointed an economy of the continuation of the cont							
discrimination.       communities and contruing inequality.       interests and fostering good relations.       interests and fostering good relations.         Criteria       Key Evidence Against Criteria       Criteria	publically committed to reducing inequality,		demonstrate personal knowledge		community and with all of its partners for		
Criteria         Key Evidence Against Criteria         Criteria         Key Evidence Against Criteria         Key Evidence Against Criteria           Griteria         Key Evidence Against Criteria         Criteria         Key Evidence Against	fostering good relations and challenging		and understanding of local		championing equality, balancing competing		
Criteria         Key Evidence Against Criteria         Criteria         Key Evidence Against Criteria         Criteria         Key Evidence Against Criteria         Key Evidence Against Criteria           Senior leaders in the organisation have stated their ommitterit to devises work/core a devises work/core in a devise in a devis in a devis in a devise in a devis in a devise in a devise in	discrimination.		communities and continue to show		interests and fostering good relations.		
Senior leaders in the organisation have stated their comminent to adverse with converse and the organisation is able to show that event have made clear what is expected from stat when delivering services to the community when delivering services to the community of the post.     Sti and CMT meeting are used as a platter to deciver and the organisation are adverse to the community of the post.     Ves, we control deliver to deciver and the organisation are adverse to the community are adverse to the community of the post.     Ves, we control deliver to deciver adverse to the community are adverse to the community are adverse to the community are adverse to the community of the community are adverse to the community of the community are adverse to the community are adverse to the community are adverse t			commitment to reducing inequality.				
Senior leaders in the organisation have stated their comminent to adverse with converse and the organisation is able to show that event have made clear what is expected from stat when delivering services to the community when delivering services to the community of the post.     Sti and CMT meeting are used as a platter to deciver and the organisation are adverse to the community of the post.     Ves, we control deliver to deciver and the organisation are adverse to the community are adverse to the community of the post.     Ves, we control deliver to deciver adverse to the community are adverse to the community are adverse to the community are adverse to the community of the community are adverse to the community of the community are adverse to the community are adverse to the community are adverse t							
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have made clear what is expected from staff       promise of the meeting vas to got serior colleagues to informs the way the organisation responds to challenges       decision making and how this value and the value value and the view it and what solution we can come with.       demonstrate a clearly articulated and meaningful commitment to equality.       groodes, so we start attent from differe groodes, so we start attent from differe sponds to challenges         Criteria       Key Evidence Against Criteria       Criteria       Key Evidence Against Criteria       Criteria       Key Evidence Against Criteria         Criteria       Key Evidence Against Criteria       Criteria       Key Evidence Against Criteria       Key Evidence Against Criteria         Criteria       Key Evidence Against Criteria       Criteria       Key Evidence Against Criteria       Key Evidence Against Criteria         Criteria       Key Evidence Against Criteria       This needs more work and senior leaders are avare of this. Inequality is till prevelut, where till opportunities to move up the career laddr, scondment, apprenticeships.       Senior leaders have and own clear have heing addressed.       Key Evidence Against Criteria         Criteria       Key Evidence Against Criteria       Criteria       Key Evidence Against Criteria       Key Evidence Against Criteria         Criteria       Key Evidence Against Criteria       Criteria       Key Evidence Against Criteria       Key Evidence Against Criteria       Key Evidence Against Criteria </td <td>Senior leaders in the organisation have stated</td> <td>Yes, at our Leadership Team Session we recently had a</td> <td>Senior leaders can demonstrate</td> <td>SLT and CMT meetings are used as a platform</td> <td>The organisation is able to show that even</td> <td>Yes, we recently appointed a new CIO for</td>	Senior leaders in the organisation have stated	Yes, at our Leadership Team Session we recently had a	Senior leaders can demonstrate	SLT and CMT meetings are used as a platform	The organisation is able to show that even	Yes, we recently appointed a new CIO for	
when delivering services to the community when delivering services to the communities of t	their commitment to a diverse workforce and		their commitment to equality in	to discuss this at the most senior levels.		Onesources by incorpoarting a blind recruitmen	
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with.with.In and the set of the	when delivering services to the community	speak freely about racism and inequality in the work	informs the way the organisation		meaningful commitment to equality.	genders, races and cultural background. This	
Criteria       Key Evidence Against Criteria       Criteria			responds to challenges			process enabled us to use neutral language for	
Criteria       Key Evidence Against Criteria       Criteria       Key Evidence Against Criteria       Key Evidence Against Criteria         Leadership on equality is demonstrated in a way that is recognised and understood by the organisation and local communities.       Senior leaders are not given organisation and local communities       Senior leaders are not given organisation and local communities.       Senior leaders have and own clear involvedge of local equality risults revealuts priorities and how and why they are being addressed.       Senior leaders have and own clear involvedge of local equality for the senior leaders are not given organisation and local communities.       Senior leaders have and own clear involvedge of local equality risults revealuts priorities and how and why they are being addressed.       Senior leaders have and own clear involvedge of local equality risults revealuts priorities and how and why they are being addressed.       Senior leaders have and own clear involvedge of local equality risults revealuts priorities and how and why they are being addressed.       Senior leaders are not given organisation intom their decision intom their decision intom their decision making.       Criteria       Key Evidence Against Criteria       Key Evidence Against Criteria       Key Evidence Against Criteria       Key Evidence Against Criteria         Criteria       Key Evidence Against Criteria       Criteria       Key Evidence Against Criteria       Key Evid		with.				the JD, so it doesn't exclude certain groups from	
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communications channels are as pool of colleagues on Service Desk that diverse as possible assit the wider community, whether it be					-9	reflects that. For instance we have a diverse	
diverse as possible assit the wider community, whether it be							
Criteria Key Evidence Against Criteria Criteria Key Evidence Against Criteria Criteria Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	

The organisation regularly communicates its commitment to promoting equality to staff and the community	Human Resources as higlighted the importances of Equilaty in its Equality & Diversity handbook, which can also be accessed on the intranet, it staes that: The Equality & Diversity policy will be periodically reviewed alongside other employment practices; policies and procedures and changes in legislation to ensure its effectiveness.	The organisation promotes a positive narrative around equality and good relations across the whole community		Staff, the community or the voluntary and community sector can offer good examples of how effective communication and engagement with the Council has enabled the organisation to prevent or manage tensions between different equality groups.	
Criteria		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There is evidence that publications reflect the organisation's commitment to equality and fostering good relations.		There are examples of where the organisation and its partners have had to take unpopular decisions but still managed to keep local communities on board.		The organisation plays a role in ensuring that all stakeholders collectively manage the conflicting needs of their communities.	
		Criteria	Key Evidence Against Criteria		
		The organisation has taken steps to counter negative stereotypes or dispel myths.			

nontices and r arthership working			Priorities and Partnership Working							
Developing		Achieving		Excellent						
8.1	Overall Summary	8.2	Overall Summary	8.3	Overall Summary					
Partnership working arrangements are being		There is a coherent, shared vision of		The organisation can demonstrate success in						
eviewed with the voluntary and community		equality for the local area, with clear		working with partners in the public, private,						
ector and the wider community to ensure that		priorities which have been agreed		community and voluntary sectors to address						
ocal equality priorities are addressed		and understood by all key		equality priorities, which are reviewed on a						
		stakeholders, including the voluntary		regular basis.						
		and community sector.								
Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria		Key Evidence Against Criteria					
Corporate and partnership documents capture		There are shared equality priorities,		Staff, the community or the voluntary and						
he commitment of the organisation and partners		objectives and outcomes for the		community sector give good examples of						
o equality.		local area which are understood and		improved outcomes/ reduced inequality/						
		acted on at all levels within the		improvements in health inequality.						
		organisation.								
	Key Evidence Against Criteria		Key Evidence Against Criteria		Key Evidence Against Criteria					
Equality objectives are reflected in local strategic		There is a clear shared vision for the		Review mechanisms are in place.						
planning.		area.								
			Key Evidence Against Criteria		Key Evidence Against Criteria					
		The organisation and its partners		There is evidence that cross-organisational						
		monitor, review and evaluate		learning is taking place.						
		performance against equality								
		priorities, including inequality and								
		health inequality.								
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria					
		The results of these activities		The community and voluntary sector say that						
		contribute directly to the		they are treated as equal partners by the						
		development of the organisation's		Council.						
		objectives.		Council.						
		objectives.								

Assessing Equality Impact in Policy and Decision Making						
Developing		Achieving		Excellent		
9.1	Overall Summary	9.2	Overall Summary	9.3	Overall Summary	

Due regard is taken to the aims of the general equality duty when making decisions and when setting policies.		Equality analysis/ impact assessment is integrated systematically into planning and decision making across the organisation.		The organisation can demonstrate that improvements in equality outcomes are being delivered as a result of effective equality analysis/ impact assessment, and that negative impacts have been mitigated.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria
The organisation has an agreed approach to conducting equality analysis/ impact assessment of policy and service decisions.		There is senior level commitment to using and understanding equality analysis/impact assessment to inform planning and decision making.		The organisation can demonstrate how equality analysis/ impact assessment has been used to identify needs and improve outcomes/ reduce inequality.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Training and support on equality analysis/ impact assessment is available.		The organisation's assessments are accessible, robust and meaningful.		The organisation can provide evidence of how or where equality analysis/ impact assessment has informed decision-making and led to different, tailored services that have improved outcomes.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria
Impact assessments take account of the views of those affected by the policy or decision.		There is evidence that Members routinely take account of equality analysis/ impact assessment when making decisions.		The organisation captures information about what budget/service cuts mean to people's lives.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		
There is a process for ensuring that equality impact assessments are sufficiently robust.		Decisions around budget cuts and savings have taken account of cumulative impact.			
		Criteria	Key Evidence Against Criteria		
		The findings, recommendations and conclusions are shared effectively to inform decisions and planning.			
		Criteria	Key Evidence Against Criteria		
		Mitigating actions are identified where appropriate.			

Equality Objectives and Annual Rep	orting				
Developing		Achieving		Excellent	
10.1	Overall Summary	10.2	Overall Summary	10.3	Overall Summary
Equality objectives for the organisation have been set and published in accordance with the requirements to support the public sector Equality Duty.		Specific and measurable equality objectives have been integrated into organisational strategies and plans and action is being taken to achieve them. Outcomes are measured and monitored regularly by senior leaders.		The organisation can demonstrate a clear link between meeting their equality objectives and positive outcomes for its communities.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The specific duty to publish equality objectives has been met.		Equality objectives are integrated into organisational strategies and plans.		There is evidence that equality objectives have led to improved outcomes for people with protected characteristics.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria

Objectives are underpinned by robust equality analysis.		There is evidence of a link between equality objectives, business planning and performance management.		Actions to achieve priority outcomes are reviewed and regularly updated.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Objectives are SMART(Specific, Measurable Realistic, Achievable and Timely).		Progress is regularly monitored and reviewed.		Steps are taken if deficiencies are identified.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Members are kept informed of progress against equality objectives.		Stakeholders and staff are involved in the monitoring of objectives.	
				Criteria	Key Evidence Against Criteria
				An Annual Equality report is published and shared.	

Developing		Achieving		Excellent	
11.1	Overall Summary	11.2	Overall Summary	11.3	Overall Summary
Appropriate structures are in place to ensure delivery and review of equality objectives.		The setting and monitoring of equality objectives is subject to challenge, including through any organisational bodies or groups and the political Overview and Scrutiny process.		The organisation uses the scrutiny process as a driver for change. The organisation benchmarks its achievements against comparable others and shares its experience in developing good practice.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There is an appropriate and accountable leadership group/ board/ forum who have responsibility for the equality agenda.		The Overview and Scrutiny function is used to scrutinise and challenge equality analysis / impact assessment objective setting and monitoring.		The organisation assesses its performance and outcomes against comparable organisations.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Fhere are resources for supporting equality work.		The public are enabled to monitor progress		Review mechanisms are in place.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Progress and responses are reported regularly to the leadership of the organisation.		Some outcomes and priorities have changed as a result of Scrutiny review.	
				Criteria	Key Evidence Against Criteria
				The organisation is approached on a regular basis to provide examples of, or showcase good practice.	

THEMATIC AREA 3 - Responsive Se	'HEMATIC AREA 3 - Responsive Services and Customer Care								
Commissioning and Procuring Services									
Developing		Achieving		Excellent					
12.1	Overall Summary	12.2	Overall Summary	12.3	Overall Summary				
The organisation ensures that procurement and commissioning processes and practice take account of the diverse needs of clients, and that providers understand the requirements of the public sector Equality Duty.		Mechanisms are in place to ensure that equality standards are embedded throughout the procurement cycle.		The organisation can demonstrate that commissioned/ procured services are helping it achieve its equality priorities.					
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria				

Guidance is available for suppliers on the equality requirements for the procurement and commissioning process.		The organisation considers how the public pound is spent in regards to local procurement and influence on the local economy.		There is evidence that contracts are being monitored using quantitative and qualitative analysis. The results are considered by both the supplier and client.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There are standard equality clauses for contracts.		Specifications take account of the different needs of users, for example through equality analysis/ impact assessments.		There is evidence of providers meeting the organisations equality objectives.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Monitoring requirements are built into contracts to ensure equality issues are addressed.		Providers understand and can articulate a commitment to equality.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		The organisation has an established Social Value Framework. The Social value of contracts is measured.		The organisation achieves considerable social value from its contracts	
		Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria
		The performance of sub- contracting arrangements is measured.		Local procurement is positively influencing the local economy	

Developing		Achieving		Excellent	
13.1	Overall Summary	13.2	Overall Summary	13.3	Overall Summary
Structures are in place to ensure equality outcomes are integrated into business objectives.		Equality objectives are integrated into service plans across the organisation, with progress towards them performance managed by key decision makers.		The organisation can demonstrate that improvements and equality outcomes are being delivered across the business.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Service plans are monitored regularly to ensure hat equality objectives are being met.		Objectives address inequality and equality gaps.		Service Plans are designed and written with equality objectives in mind.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Equality analysis is fed into planning and assessment of service plans.		The needs of protected groups are taken account of.		Business plans review past performance, demonstrate how past objectives have been achieved, review performance and set new objectives.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Criteria Customer care policies highlight the needs of protected groups.		Service users have opportunities to comment on how services are planned.		Gaps have been identified in terms of who may not be using the service and why. Action has been taken to change services in response.	
			Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Objectives have specific timescales.		There is evidence of improved or improving outcomes, disaggregated where appropriate to demonstrate the effects on different communities/ protected groups.	

	Resource implications have been properly assessed.		There is evidence that Services are being co- produced with service users.	
	Criteria	Key Evidence Against Criteria		
	Key decision makers demonstrate that they continuously monitor, review and evaluate performance for equality objectives.			
	Criteria	Key Evidence Against Criteria		
	Equality integrated into the performance management.			

Service Delivery					
Developing		Achieving		Excellent	
14.1	Overall Summary	14.2	Overall Summary	14.3	Overall Summary
he organisation has systems to collect, analyse nd measure how satisfied all sections of the ommunity are with services.		There is evidence that services are meeting the needs of a diverse community, and that take up of services is representative of the wider community.	, , , , , , , , , , , , , , , , , , , ,	The organisation has systems in place to use monitoring data and citizen feedback to redesign or adapt services to ensure equity of access, and can demonstrate where this has been done.	
riteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
here are mechanisms in place for service users		Service users are consulted		Services are co-produced with service users	
o be consulted about service development and lelivery.		effectively before services are developed.		wherever possible and service users are able to influence changes.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Social Value and Collaborative Principles are		Issues such as Social Prescription		Initiatives such as Community Asset Transfers	-
effected in the organisations practical service felivery.		and Social Value are used to measure outcomes which are not delivered by the organisation.		and Community Right to Challenge are in evidence as delivered by local communities instead of the local authority.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation is able to analyse and measure		Access to and appropriateness of		There is evidence of how levels of customer	
whether all sections of the community are able to access services.		services is monitored regularly by senior leaders and decision makers.		satisfaction with services have improved over time.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
t is clear who Service users are. Services carry		Senior leaders and decision makers		Take up of services is representative of the	
but mapping exercises to identify and review surrent participation and to highlight gaps.		demonstrate that they continuously review and evaluate access to services.		comm <sup>u</sup> nity in proportions that would be expected.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation collects data about user atalsfaction with its services. The mapping and astisfaction data collected is disaggregated by different equality groups or vulnerable communities.		Data about access to services and user satisfaction is used in equality analyses/ equality impacts assessment.		There are examples of how different customers' experiences are analysed and acted upon.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Complaints are disaggregated by protected proups. There are mechanisms in place to anable staff to introduce business improvements.	· · · · · · · · · · · · · · · · · · ·	A scrutiny/ evaluation process of services is in place.		The organisation has taken steps to safeguard the human rights of individuals where these have been threatened.	

Appropriate mechanisms are in place to ensure that Human Rights considerations are identified when planning services and that customers and citizens are treated with dignity and respect.	Human Rights issues are understood and considered when delivering services to customers and clients.		
	Criteria	Key Evidence Against Criteria	
	Human Rights guidance is available for staff and decision makers have up to date knowledge.		

THEMATIC AREA 4 - Diverse and E	ligaged workiorce				
Workforce Diversity	-				
Developing		Achieving		Excellent	
15.1	Overall Summary	15.2	Overall Summary	15.3	Overall Summary
The organisation understands its local labour		The organisation can demonstrate		The organisation actively ensures that the	
market, and has mechanisms in place to monitor		movement towards greater diversity		profile of its workforce (including the profile of	
its workforce against protected characteristics.		in its workforce profile compared		major providers of commissioned services)	
		with previous years, including		broadly reflects the community it serves /	
		increasing the levels of previously		local labour market.	
		under-represented groups at all levels of the organisation.			
		levers of the organisation.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation is clear about its local labour	Rey Evidence Against Chilefid	Where there is evidence of	Ney Evidence AgainSt Criteria	There are appropriate examples of positive	Ney Evidence Against Criteria
market.		disproportionality, action is being		action to improve diversity.	
indirect.		taken to reverse the trends.		action to improve diversity.	
Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria		Key Evidence Against Criteria
It has begun to identify the steps it needs to take		Succession plans and recruitment		There is evidence that the workforce profile at	
to achieve a diverse workforce. These are		processes address under-		all levels broadly matches the local labour	
reflected in recruitment policies and procedures.		representation.		market/community profile. This is continually monitored.	
				monitorea.	
<b>0</b> // / .		0.10.10		0.4.4	
Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The progress of protected groups through the		Specific and measureable		There are reasonable explanations for gaps	
organisational hierarchy is monitored.		employment targets been set to improve workforce diversity.		(e.g. the community profile is constantly changing or largely retired population) and	
		improve workforce diversity.		what the organisation is doing about it.	
				what the organisation is doing about it.	
Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria		Key Evidence Against Criteria
Equality mapping data is used as part of the		Selection panels are trained in		Good use is made of flexible working	
		Unconscious Bias. This includes		arrangements and career pathway initiatives	
analysis.				to address potential barriers and under	
analysis.		senior recruitment panels where			
analysis.		senior recruitment panels where Members are involved.		representation.	
analysis.					
	Key Evidence Against Criteria				
Criteria	Key Evidence Against Criteria				
Criteria Recruitment and selection is monitored at all stages of the process by protected	Key Evidence Against Criteria				
Criteria Recruitment and selection is monitored at all	Key Evidence Against Criteria				
Criteria Recruitment and selection is monitored at all stages of the process by protected	Key Evidence Against Criteria				
Criteria Recruitment and selection is monitored at all stages of the process by protected	Key Evidence Against Criteria				

Inclusive Strategies and Policies									
Developing		Achieving		Excellent					
16.1	Overall Summary	16.2	Overall Summary	16.3	Overall Summary				

The organisation's workforce strategies and policies include equality considerations and objectives.	Key Evidence Against Criteria	The equality objectives contained within workforce strategies are implemented and monitored.	Key Evidence Against Criteria	Prioritised equality outcomes for the whole workforce are being achieved.	Key Evidence Against Criteria
All employment policies and procedures comply with equality legislation and employment codes of practice.		The organisation has a basic set of policies and practices to enhance workforce equality and diversity including reasonable adjustments, equal pay, flexible working and family friendly policies.		The organisation has an excellent set of policies and procedures in place which are actively promoted to staff from all protected groups and used by managers to promote equality.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation's workforce strategy identifies equality issues.		The equality aspects of the organisation's workforce strategy are being implemented and tracked.		Strategic, innovative and holistic approaches have been considered to improve outcomes.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Targets and objectives are based on internal monitoring, staff consultation and the assessment of the local labour market and barriers to employment.		When necessary, changes have been made as a result of equality analysis findings.		Staff are involved in developing and monitoring these policies.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Newchanging employment policies and procedures are assessed for their impact on people with protected characteristics.		Managers apply policies and practices across the authority in a consistent manner for all staff.		Positive and tangible outcomes have been delivered as a result of the implementation of a wide range of policies and practices.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
All employment and training related policies are regularly reviewed.		Staff are engaged positively in employment and service transformation and in developing new roles and ways of working. Trade unions and partners are involved.		The organisation compares well with others.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The council is using its workforce data to develop training and development strategies that can support a wider equalities agenda for employees.		The training and development offer supports a wider equalities agenda for the organisation.		Outcomes are communicated to staff with protected characteristics.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
A range of inclusive structures are in place to engage and involve staff.		Training courses and development interventions are meeting the needs of different groups, and are making a difference in getting underrepresented groups of staff up the leadership ladder.		The organisation has high satisfaction levels across all staff groups in respect of staff engagement.	
				Criteria	Key Evidence Against Criteria
				Training and development strategies are proven to be making a significant difference to the wider equality agenda for employees and for workforce diversity.	

Collecting, Analysing and Publishing Workforce Data									
Developing		Achieving		Excellent					
17.1	Overall Summary	17.2	Overall Summary	17.3	Overall Summary				

Systems are in place to collect and analyse	i -	The organisation regularly monitors,	1	The authority has a robust and	1
employment data across a range of practices		analyses and publishes employment		comprehensive set of employment data and	
(recruitment, training, leavers, grievance and		data in accordance with its statutory		uses this to inform its workforce strategy and	
disciplinaries etc).		duties.		management practice.	
				···	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation reports annually on its Gender		Data on applicants, people		Workforce data includes a wide range of	
Pay Gap.		shortlisted and the composition of		information and protected characteristic	
		the workforce is systematically		profiles including pay levels, training	
		collected. This can be		opportunities, appraisal ratings.	
		disaggregated by the protected characteristics.			
		characteristics.			
Criteria	Kay Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
People are encouraged to provide data and there	Key Evidence Against Criteria	The organisation's Gender Pay Gap	ney Lyndenice Against Griteria	The organisation considers pay gaps across	ney Evidence Against Griteria
are initiatives in place to increase the disclosure		is reducing and it is addressing any		other areas of inequality such as religion and	
of equality information by staff.		race pay gap.		belief/ race- ethnicity/ age, disability etc.	
or equality information by start.		Table pay gap.		benen, race curnicity, age, usability etc.	
· · ·				- · · ·	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Diversity monitoring information is separated		There is evidence that workforce		The organisation understand the effects of	
from recruitment decisions and held securely.		data is analysed and reported to senior leaders regularly.		employment policy and practice on its workforce.	
		senior leaders regularly.		workioice.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
GDPR processes are in place and regulations		Workforce information is published		The organisation has sufficient information	
are being met.		to cover basic legal requirements		about staff to inform robust equality analysis.	
		and includes analysis of pay/job			
		evaluation outcomes.			
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		There is evidence that the		The workforce profile is updated regularly.	
		organisation is actively working on			
		reducing its Gender Pay Gap.			
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Action has been taken as a result of		Data is looked at organisationally and service	
		monitoring, trends are being		by service.	
		identified and used to help establish			
		objectives.			
				Criteria	Key Evidence Against Criteria
				It is possible to analyse data by all the	
				protected characteristics.	

Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria						
councillors and officers are equipped to understand their equality duties and take action to deliver equality outcomes.		support councillors and officers in achieving equality objectives and outcomes.		knowledgeable and well-trained staff who are equipped to meet the diverse needs of local communities.							
development needs required to ensure its		development opportunities to		they use resources. Services are provided by							
assessments of the training and learning and		accessible learning and		of equality when making decisions and in how							
The organisation carries out regular	overall outliniary	The organisation provides a range of		Decision makers understand the importance	overall outliniary						
Developing 18.1	Overall Summary	Achieving 18.2	Overall Summary	Excellent 18.3	Overall Summary						
Learning and Development											

An assessment has been made as to what equality-related training, learning or development is required.		Equality and diversity forms part of the training and development for key decision makers.		Managers and staff are accountable for ensuring equality outcomes. They can give examples of improved equality outcomes they have contributed to.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Appropriate behavioural competencies have been identified for the workforce.		There is evidence that equality issues are mainstreamed into all training (e.g. training on customer care.		Good performance is recognised in the appraisal process and more generally.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Induction training for new Members includes equality and all Members are offered Equality training.		Different methods are used to promote learning to a wide audience (e.g. standard courses, coaching, mentoring).		Staff feel their skills have improved and that they are able to relate effectively with a range of clients.	
Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Appraisal processes ensure staff and managers are aware of their equality-related responsibilities and accountabilities.		Management and individual appraisals include specific equality objectives for the service area.		Staff can answer questions about the council's equality priorities.	
				Criteria	Key Evidence Against Criteria
				Feedback from service users in protected groups is positive about the skills of staff in dealing with their issues.	

Health and Wellbeing					
Developing		Achieving		Excellent	
19.1	Overall Summary	19.2	Overall Summary	19.3	Overall Summary
The organisation has begun to consider how it		The organisation promotes the		There is a positive health and wellbeing	
can address the key employee health and		health and well-being of staff in its		culture throughout all levels and areas of the	
wellbeing issues.		workforce and other policies.		service.	
Ū.					
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation uses workforce data and other		There is a coherent Health and		Approaches to health and wellbeing are	
information from staff to determine what its		Wellbeing Strategy that addresses a		innovative.	
health and wellbeing priorities are.		range of related issues.			
0.					
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation has assessed all aspects of the		Improvements have been made to		.The organisation has adopted the Social	
working environment to ensure that the needs of		the working environment.		model of disability	
all its employees are met.		, i i i i i			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
A range of inclusive mechanisms are in place to		Staff are engaged positively in		There have been significant outcomes in the	
engage and involve staff.		employment and service		health and wellbeing of all staff including	
		transformation and in developing		those with protected characteristics.	
		new roles and ways of working.			
		, ,			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Policies and systems are in place to identify,		Reasonable Adjustments are		There are high satisfaction levels with the	
prevent and deal effectively with harassment and		provided in a timely fashion		working environment across all staff groups	
bullying at work.		consistently across the organisation.		particularly those with protected	
				characteristics.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation has a policy for Reasonable	ney Endence Against Onteria	Occupational health works closely	Rey Evidence Against Criteria	The organisation has high satisfaction levels	ney Endence Against ontella
Adjustments for staff and Members and		with HR to identify and address		across all staff groups in respect of staff	
managers are trained to implement it.		absence trends.		engagement.	
managers are named to implement it.		absence trends.		engagement.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Occupational health services are provided.		Managers have received training on		Harassment and bullying at work is dealt with	
		mental health awareness and say		effectively and staff say that they are treated	
		they are equipped to address staff		with dignity and respect.	
		issues.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		
//////	noy Endoneo Agamor Ontena	01110110	noy Endoneo Agamat Ontenu		

The organisation has started to address mental health issues in the workplace	Harassment and bullying incidents are monitored and analysed regularly.		
	Criteria	Key Evidence Against Criteria	
	Appropriate action is taken to address the issues that have been identified.		

Race Equality - please relate this cri	teria to your local workplace, service prov	ision and communities you	serve.			
	Self-Assessment, Review and Ongoing Stra rom a race equality, diversity and inclusion					
Developing			Achieving		Excellent	
20.1	Overall Summary		20.2	Overall Summary	20.3	Overall Summary
The organisation has begun to consider how it can address the key employee race equality, ssues, concerns and barriers.	Yes, we have regular 1:1 with our line mangers. We are construction of the second seco	o give new starters and existing staff	The organisation promotes and practices race equality in its workforce and other policies.		There is a positive and inclusive race equality culture and performance throughout all levels and areas of the service.	
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next St	eps
Secondments	Are they transparent, fair, advertised, open and merit based?					
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next St	eps
Recognition, pay and reward	Is everyone recognized fairly and consistently? Is there unfairness in pay and performance (eg ratings) and reward (eg recognition payments)? Is there an ethnicity pay gap?					
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next St	eps
Policies and Best Practice	Is flexible working / work life balance equally offered? are reasonable adjustments consistent and meet individual needs? Are all policies and processes free from discrimination and bias?					
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next St	eps
Recruitment	Is the process equitable and fair? Are there equal internal progression opportunities? Is there bias in recruitment practices? Do applicant and hiring rates reflect local communities?					
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next St	eps
Mentoring and Coaching	Is there a culture of mentoring and coaching, accessible and available to all? Are there reverse mentoring opportunities? Can all staff discuss and get development with their line managers? Are there role models?					
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next St	eps
Progression	Do BAME staff have long length of service, poor progression, unable to showcase / demonstrate ability and are there unequal access to opportunities. Is there recruitment bias in progression? Are internal pipelines understood?					
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next St	eps

Retention	Is there a poor employee experience and what does it look and sound like? Is there poor behaviours, internally and externally and ways to call these out, tackle and resolve these? Is there high BAME turnover re joiners and leavers? Are we representative at all grades?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Employee Network Groups	Are there effective Network Groups, with clear terms of reference, standard operating procedures, senior sponsors, committees and a clear governance structure and pathways? Do they have an evidenced workplan, a communications plan and act as a constructive and focused forum, providing insight and employee voice to help inform organisational needs.				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Employee Voice and Speaking Out	Are BAME staff able to speak out, report and surface any workplace issues, in relation to behaviours, decisions, pay and reward, abusive customers Will these be taken seriously. Are there unintended consequences for the victim? Is there a culture of under reporting.				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Culture	Are there in-groups, out-groups, favoritism, bias? Is there low confidence, self-esteem for BAME Staff? Is there an inclusive culture and behaviours? Are there excluding behaviours and what are they ?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Performance	Are there disparities in objective setting, performance reviews, workplace allocation and performance ratings for BAME staff? Are there less exceeded target ratings for BAME staff?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Line Management relationship and practice	Is line management inclusive? Is there consistent wellbeing support, respect, development opportunities and line management? Can you call out poor behaviours to line managers, who will help you to resolve them?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Workplace practices	Are all processes, procedures and practices consistent, of high quality with no adverse impacts on BAME staff. Are BAME staff given unfavourable work allocation, shift patterns, hazardous work?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps

	Are there any disparities in HR cases brought forward by				
Employee Relations	BAME staff? Are there disparities in outcomes? Are there disparities in BAME employees experiencing disciplinary procedures and disproportionate outcomes / sanctions? Is there a healthy Employee Relations culture between the TUs and organisation on Race Equality? How satisfied are BAME staff with the outcomes of formal / informal complaints and concerns? Are BAME staff confident about speaking up on issues pertaining to race and racism (whether about the workplace, service delivery or societal)?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Development opportunities	Is there consistent and fair opportunities to learning and development opportunities for non-mandatory courses, local opportunities, shadowing, projects, daily tasks? Are development plans supportively discussed and recorded during performance reviews?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Impact Assessments	Is there an effective work practice of timely and meaningful Equality and Health Impact Assessments and do they fully consider, consult and improve outcomes for BAME employees, service users and communities. Are managers skilled in delivering these and leaders skilled in reviewing these? Is the political leadership skilled and adept at understanding EDI implications and mitigation decisions?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Governance	Is there clear Governance structures, EDI sponsors and local leads and measures? How do we actively monitor need, progress and impact? Are we aware of our drivers (internal, external, legal, Public Authority, regulatory, GLA, London Councils). Are all individual responsibilities clearly understood and delivered?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Leadership	Is the leadership pro-actively engaged in the EDI Agenda. Is the leadership actively anti-racist. Does the leadership create active leadership listening opportunities? Does the leadership attend Inclusive Leadership development? Do Leaders have EDI performance targets, measures, with leadership development to how to deliver against these? Do our leadership and managers have the cultural intelligence to manage and support a diverse workforce?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Data and Reporting	Are there dashboards, scorecards, inclusion index, recruitment data, staff survey data, effective reporting, service users data and integrated People Plans? Do these show a clear BAME analysis and narrative? Are these circulated and do managers have the skills to interpret and respond by changing employment practice and service provision? Is the Ethnicity Pay Gap a potential analysis to conduct.				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps

Frontline Employee Experience	Are there differential and adverse experiences of BAME staff, due to their background? Are these reported and responded to by the organisation? Is the required support provided? Are services designed to protect and safeguard staff?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Community Relationships	What is the Council's reputation as an employer of choice? Are there tensions in the community between different groups? Does the Council understand the demographic diversity and needs of different customer, service users and community groups? How does the Council understand this and use this intelligence to design and deliver inclusive and accessible services, safeguarding staff?				
	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
	Inclusion (issues not people) – Are issues/concerns pertinent to race proactively included/welcomed from the outset without resistance (and without having to be proposed by BAME staff)?				
	Perceptions (of none BAME staff) – From the perspective of non-BAME staff, how proactive is Havering Council in dealing with issues of race/racism and how well does it deliver on these issues?				
Attitudes, perceptions, values and beliefs and	Perceptions (of BAME staff) – From the perspective of BAME staff, how proactive is Havering Council in dealing with issues of race/racism and how well does it deliver on these issues?				
systemic race inequality	Perceptions (by BAME staff) – From the perspective of BAME staff, how proactive is Havering Council in dealing with issues of race/racism and how well does it deliver on these issues?				
	Attitudes (of non-BAME staff) – To what extent do non- BAME staff, across all grades, understand the impacts of race inequality in Britain, the impact it has on BAME citizens and their role in becoming anti-racist?				
	What is the visible leadership, HR and Trade Union's commitment and practices, in tackling issues around race inequality?				
	Systemic Racism – How well is racism (local, national and global) recognised and understood, in particular the effect it have on issues / decisions and behaviours within the borough and the council?				

## Race, Equality, Accessibility, Diversity and Inclusion (READI) - Service Evidence Capture Self-Assessment

Directorate :			Service Name /s :				
Nominated Lead :							
How To Guide :							
This is an uploaded Teams fileshare, which	ch will automatically update. It is divided into service sp	ecific tabs. Please work directly	to this database. through the Teams IDEA	space.			
-	dence for (please note the additional Race Equality Section		·	-	:		
	icies, procedures and practice that have positive impacts		5	ne lett hand toldining beteloping patin			
	allenges and barriers to more inclusive service provision,						
	nk, if no evidence exists or state in progress, if this is pla	nneu					
- once complete, fill in the overall summa	ry of performance, in each section						
Please contact REDACTED @havering.g	ov.uk (EDI and Race Relations Consultant) if you need as	sistance and support.					
THEMATIC AREA 1 - Understanding	and Working with your Communities						
THEMATIC AREA 1 - Understanding	and working with your communities						
Collecting and Sharing Information							
Developing		Achieving	I.	Excellent			
1.1	Overall Summary	1.2	Overall Summary	1.3	Overall Summary		
The organisation has gathered and published		Relevant, proportionate and		A comprehensive set of information about local			
information and data on the profile of its		appropriate information about the		communities/protected characteristics needs			
communities and the extent of inequality and		local communities and their protected	1	and outcomes is regularly updated and			
disadvantage. Plans are in place to collect, share and use equality information with partners.		characteristics is being gathered. Information is shared across the		published and used to identify priorities for the local area			
and use equality information with partners.		organisation and with partners		local alea			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		
The organisation is clear about what sources of information (both local and national) are relevant		Information is disaggregated and analysed on the basis of different		The Council is working with partners to continuously develop new and innovative data			
and useful.		communities, including those sharing		sharing platforms.			
		protected characteristics.					
Criteria The organisation knows what information is	Key Evidence Against Criteria	Criteria Quantitative and qualitative research	Key Evidence Against Criteria	Criteria The organisation has a sophisticated	Key Evidence Against Criteria		
already being collected – internally and by its		methods are used to gather data and		understanding of the difference between the			
partners, including voluntary and community		information.		equality profile of their local area and how that			
sector stakeholders?				translates to inequalities for different groups.			
0 % 1		<u> </u>	K 511 A 1 (A)	o. K. J			
Criteria Some information and data has been gathered	Key Evidence Against Criteria	Criteria National and regional data is used	Key Evidence Against Criteria	Criteria Changing needs are identified and prioritised	Key Evidence Against Criteria		
and published.		and analysed.		across a wide range of services and outcomes			
				by, for example, referring to the Equality and			
				Human Rights Commission's Equality			
				Measurement Framework.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		
The organisation is working with its partners to		Information from ward councillors is	noy Endense Againet entend	Data is regularly updated and used to set	noy Endoneo Agamor Ontonia		
ensure information is shared effectively.		gathered in a systematic way.		priorities across the organisation and in			
				different services, by geographical area and by			
				protected characteristic.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		
Partners ensure efficient collection of data that	Key Evidence Against Criteria	Data is easily accessed, shared and	Key Evidence Against Criteria	There is evidence of a continuous	Key Evidence Against Criteria		
avoids duplication.		used by departments across the		improvement of the quality of the data.			
		organisation.					
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		
The authority is compliant with GDPR legislation in		The organisation is working with	· · · · · · · · · · · · · · · · · · ·	The organisation is working with partners to	· · · · · · · · · · · · · · · · · · ·		
its collection, analysis storage and use of data and	1	partners to address identified gaps in		ensure that changing needs are identified and			
information		information. Data is disaggregated		met.			
		using the same or similar categories.					
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		

	Information is being shared to identify and measure equality gaps and to inform outcomes for the area.		Voluntary and community sector partners/health colleagues and stakeholders access and use the information.	
	Criteria	Key Evidence Against Criteria		
	There are robust and effective protocols in place for sharing information between partners and to ensure data protection			
	Criteria	Key Evidence Against Criteria		
	Information is being captured about health inequality.			

Developing		Achieving		Excellent	
2.1	Overall Summary	2.2	Overall Summary	2.3	Overall Summary
Systems are being developed to analyse soft and hard data/intelligence about communities, their needs and aspirations.	Overall Summary	Information and data is disaggregated and analysed to support the assessment of local need, impacts of changes to services and priorities.		Up to date and comprehensive equality data is used regularly to plan and assess impacts of decisions.	Overali Summary
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation is developing and improving systems for collating and analysing the different sets of data being collected.		Data is used to inform the setting of relevant equality objectives, and these are regularly monitored.		The organisation and its partners are using data in the most innovative ways such as predictive analytics to target service interventions	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Information is collected by front-line staff or key decision makers and taken account of.		Data is used in service planning, commissioning and decision making.		Data is being used to predict and measure demand for services	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The authority is compliant with GDPR legislation, analysis and use of data and information		Data is continuously gathered and analysed.		Achievement of outcomes are measured and there is evidence of gaps being narrowed.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Criteria		Information is disaggregated in a meaningful way, by relevant protected characteristic and other factors (such as deprivation or rurality) and analysed on a regular basis. Information is used to identify and prioritise on the basis of need.		Performance is monitored against equality objectives and outcomes including procured and commissioned services, and with key partners and other stakeholders.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Information and data is used effectively as part of impact assessment/ risk assessment and giving due regard to the public sector equality duy.	,	Equality outcomes for commissioned and procured services are monitored and reported on.	,

Effective Community Engagement					
Developing		Achieving		Excellent	
3.1	Overall Summary	3.2	Overall Summary	3.3	Overall Summary

Inclusive community engagement structures are being developed throughout the organisation. There are opportunities for communities to be involved in decision making. Criteria The organisation has an engagement strategy. It is clear about different levels of engagement (i.e. informing, co-producing) and when these are appropriate.	Key Evidence Against Criteria	Engagement mechanisms and structures are in place to involve equality stakeholders and scrutinises service delivery, decision- making and progress. The organisation engages with all its communities when making decisions, including those with protected characteristics. Criteria People from protected groups are encouraged and enabled to participate in decision making.	Key Evidence Against Criteria	Formal and informal interactions takes place between the organisation and its diverse communities. Communities from across the protected groups are actively participating in and influencing decision making. Criteria There are a range of innovative approaches to involving communities and arrangements are made to meet specific or individual needs.	Key Evidence Against Criteria
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Engagement structures are in place		A range of engagement methodologies are used.		Vulnerable people/ communities are participating including the hardest to reach in the community.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There are opportunities for protected groups to be engaged with decision making.'		Priorities have been changed as a result of engagement with a clear and demonstrable evidence basis.		There is evidence that mainstream engagement mechanisms are increasingly involving previously under-represented groups.	
Criteria The organisation can evidence examples of these opportunities.	Key Evidence Against Criteria	Criteria The organisation and partners engage collectively/share information and results of engagement activities to ensure that particular groups are not being over consulted with.	Key Evidence Against Criteria	Criteria Communities are encouraged or supported to influence or make decisions.	Key Evidence Against Criteria
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Shared engagement structures/mechanisms are in development with partners.		There is an increase in the involvement of underrepresented groups.		Staff and stakeholders are able to describe levels of influence within the community and changes made as a result.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There are some shared engagement activities with partners.		Engagement with the community and voluntary sector and the wider community effectively inform decisions.		Key decision makers are involved in the engagement process.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		There are processes and plans throughout the organisation and with partners to increase stakeholder and voluntary and community sector involvement in informing prio		There is evidence of partnership arrangements leading to improved outcomes in participation.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		increase stakeholder and voluntary and community sector involvement in informing priorities.		Partners are open to challenge and constructive criticism.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Feedback is given and people in the community are able to challenge and have their views taken account of.		Where there is very limited or no actual representation within a local demographic, the ability to cater for difference is in evidence.	

Fostering good community relations					
Developing		Achieving		Excellent	
4.1	Overall Summary	4.2	Overall Summary	4.3	Overall Summary

Structures are in place within the organisation and across partnerships to understand community relationships and map community tensions.		The organisation and its partners have a strong understanding of the quality of relations between different communities and collectively monitor relations and tensions. The organisation and its partners are actively engaged in planning and delivering activities that foster good relations.		The organisation takes a sophisticated approach to fostering good relations which has resulted in measurable improvements in relationships between diverse communities	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There are joint partnerships responsible for	Rey Evidence Against Onteria	Harassment and hate crimes are	Rey Endence Against Oriena	Information is available to show there has been	ncy Evidence Against oriteria
monitoring community tensions.		monitored and analysed regularly		an improvement in community relations.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The Community Safety Strategy addresses the		Appropriate action is taken to		The organisation works with others to improve	
issue of community cohesiveness		address the issues that have been		performance on good relations between	
		identified.		diverse communities.	
Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Council leaflets/ posters/ communications/ events		Members play a role in monitoring		The Council's leaders maintain a high profile	
promote positive relations.		community relations and reporting		on community relations. The Council makes	
		intelligence		use of Members' links with different communities depending on circumstances.	
				communities depending on circumstances.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Data is available, and is it		The Council plays a leading role in bringing the	
		disaggregated to cover the protected characteristics.		partners and the community together if there are serious incidents of hate crime.	
		characteristics.		are senous incidents of hate crime.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Data is regularly analysed and acted		There is obvious and demonstrable cross-over	
		upon.		between equality, diversity and community	
				cohesion.	
		Criteria	Key Evidence Against Criteria		
		Stakeholders and communities are			
		involved in the monitoring.			

Participation in public life					
Developing		Achieving		Excellent	
6.1	Overall Summary	6.2	Overall Summary	6.3	Overall Summary
he organisation has a clear understanding of the evel of participation in public life by different ommunites/protected characteristics. This can clude involvement in local democracy and epresentation e.g. school governors, councillors, oard members of voluntary/statutory sector rganisations.		Local people are encouraged to participate in public life or in other activities where they are under- represented. The Council uses a range of different methods and it is able to innovate and find new ways to extend participation in certain communities.		There is an improvement in the participation rates of under-represented groups in public life. The organisation can demonstrate that people across a range of protected characteristics are able to influence decisions	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
nformation/data is gathered about the extent of nvolvement in public life		The organisation actively informs and involves local people, including under- represented groups, in opportunities for public participation.		There is evidence that improvements have been achieved.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Outreach work or public campaigning has been undertaken to increase levels of participation by protected groups.		More people from under-represented groups are participating across a wider range of activities.	
				Criteria	Key Evidence Against Criteria

Decision makers are from a wider range of
backgrounds.

eadership Developing		Achieving		Excellent	
7.1	Overall Summary	7.2	Overall Summary	7.3	Overall Summary
The political and executive leadership have bublically committed to reducing inequality, ostering good relations and challenging discrimination.	Over all Summary	Political and executive leaders demonstrate personal knowledge and understanding of local communities and continue to show commitment to reducing inequality.	Over an Summary	Leaders have gained a reputation within the community and with all of its partners for championing equality, balancing competing interests and fostering good relations.	Overan Summary
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Senior leaders in the organisation have stated their commitment to a diverse workforce and have made clear what is expected from staff when delivering services to the community		Senior leaders can demonstrate their commitment to equality in decision making and how this informs the way the organisation responds to challenges		The organisation is able to show that even when making difficult decisions it continues to demonstrate a clearly articulated and meaningful commitment to equality.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Leadership on equality is demonstrated in a way that is recognised and understood by the organisation and local communities.		Senior leaders demonstrate knowledge and commitment to equality issues. They 'walk the talk'	, <u>,</u>	Senior leaders have and own clear knowledge of local equality priorities and how and why they are being addressed.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Leaders have publicly committed to improving equality in their area.		There is evidence that equality considerations inform their decision making.		Senior leaders act as ambassadors for the equality agenda.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation has established and publicised a strong business case for its equality work.		Senior leaders understand the value and impact good communications can have and ensure that publications, websites and other communications channels are as diverse as possible		Senior leaders personally challenge inequalities and drive an improvement agenda.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation regularly communicates its commitment to promoting equality to staff and the community		The organisation promotes a positive narrative around equality and good relations across the whole community		Staff, the community or the voluntary and community sector can offer good examples of how effective communication and engagement with the Council has enabled the organisation to prevent or manage tensions between different equality groups.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There is evidence that publications reflect the organisation's commitment to equality and ostering good relations.		There are examples of where the organisation and its partners have had to take unpopular decisions but still managed to keep local communities on board.		The organisation plays a role in ensuring that all stakeholders collectively manage the conflicting needs of their communities.	
		Criteria	Key Evidence Against Criteria		
		The organisation has taken steps to	· · · · · · · · · · · · · · · · · · ·		

Priorities and Partnership Working					
Developing		Achieving		Excellent	
8.1	Overall Summary	8.2	Overall Summary	8.3	Overall Summary
Partnership working arrangements are being reviewed with the voluntary and community sector and the wider community to ensure that local equality priorities are addressed		There is a coherent, shared vision of equality for the local area, with clear priorities which have been agreed and understood by all key stakeholders, including the voluntary and community sector.		The organisation can demonstrate success in working with partners in the public, private, community and voluntary sectors to address equality priorities, which are reviewed on a regular basis.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria

Corporate and partnership documents capture the commitment of the organisation and partners to equality.		There are shared equality priorities, objectives and outcomes for the local area which are understood and acted on at all levels within the organisation.		Staff, the community or the voluntary and community sector give good examples of improved outcomes/ reduced inequality/ improvements in health inequality.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Equality objectives are reflected in local strategic planning.		There is a clear shared vision for the area.		Review mechanisms are in place.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		The organisation and its partners monitor, review and evaluate performance against equality priorities, including inequality and health inequality.		There is evidence that cross-organisational learning is taking place.	
		Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria
		The results of these activities contribute directly to the development of the organisation's objectives.		The community and voluntary sector say that they are treated as equal partners by the Council.	

	and Decision Making	A - bi - da -		E	
Developing		Achieving		Excellent	
9.1	Overall Summary	9.2	Overall Summary	9.3	Overall Summary
Due regard is taken to the aims of the general		Equality analysis/ impact assessment		The organisation can demonstrate that	
equality duty when making decisions and when		is integrated systematically into		improvements in equality outcomes are being	
setting policies.		planning and decision making across		delivered as a result of effective equality	
		the organisation.		analysis/ impact assessment, and that negative	
				impacts have been mitigated.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation has an agreed approach to		There is senior level commitment to		The organisation can demonstrate how	
conducting equality analysis/ impact assessment		using and understanding equality		equality analysis/ impact assessment has been	
of policy and service decisions.		analysis/ impact assessment to		used to identify needs and improve outcomes/	
		inform planning and decision making.		reduce inequality.	
		······································			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Training and support on equality analysis/ impact	Ney Lyndence Against Gritella	The organisation's assessments are	Rey Lyndence AgainSt Chiteria	The organisation can provide evidence of how	ney Evidence Against Cillella
assessment is available.		accessible, robust and meaningful.		or where equality analysis/ impact assessment	
assessment is available.		accessible, tobust and meaningrui.		has informed decision-making and led to	
				different, tailored services that have improved	
				outcomes.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Impact assessments take account of the views of		There is evidence that Members		The organisation captures information about	
those affected by the policy or decision.		routinely take account of equality		what budget/service cuts mean to people's	
		analysis/ impact assessment when		lives.	
		making decisions.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		
There is a process for ensuring that equality		Decisions around budget cuts and			
impact assessments are sufficiently robust.		savings have taken account of			
		cumulative impact.			
		Criteria	Kev Evidence Against Criteria		
			Key Evidence Against Criteria		
		The findings, recommendations and	Key Evidence Against Criteria		
		The findings, recommendations and conclusions are shared effectively to	Key Evidence Against Criteria		
		The findings, recommendations and	Key Evidence Against Criteria		
		The findings, recommendations and conclusions are shared effectively to	Key Evidence Against Criteria		

	Mitigating actions are identified where appropriate.		

Equality Objectives and Annual Rep	orting				
Developing		Achieving		Excellent	
10.1	Overall Summary	10.2	Overall Summary	10.3	Overall Summary
quality objectives for the organisation have been		Specific and measurable equality		The organisation can demonstrate a clear link	
et and published in accordance with the		objectives have been integrated into		between meeting their equality objectives and	
equirements to support the public sector Equality		organisational strategies and plans		positive outcomes for its communities.	
uty.		and action is being taken to achieve			
		them. Outcomes are measured and			
		monitored regularly by senior leaders.			
criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
he specific duty to publish equality objectives has		Equality objectives are integrated into		There is evidence that equality objectives have	
een met.		organisational strategies and plans.		led to improved outcomes for people with	
		· · · · · · · · · · · · · · · · · · ·		protected characteristics.	
riteria	Key Evidence Against Criteria		Key Evidence Against Criteria		Key Evidence Against Criteria
Dijectives are underpinned by robust equality		There is evidence of a link between		Actions to achieve priority outcomes are	
analysis.		equality objectives, business planning		reviewed and regularly updated.	
		and performance management.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Dbjectives are SMART(Specific, Measurable		Progress is regularly monitored and		Steps are taken if deficiencies are identified.	
Realistic, Achievable and Timely).		reviewed.			
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Members are kept informed of	Ney Evidence Against Chilefia	Stakeholders and staff are involved in the	Ney Evidence AgainSt Cillena
		progress against equality objectives.		monitoring of objectives.	
		progress against equality objectives.		monitoring of objectives.	
					Key Evidence Against Criteria
				An Annual Equality report is published and	
				shared.	

Developing		Achieving		Excellent	
11.1	Overall Summary	11.2	Overall Summary	11.3	Overall Summary
Appropriate structures are in place to ensure delivery and review of equality objectives.		The setting and monitoring of equality objectives is subject to challenge, including through any organisational bodies or groups and the political Overview and Scrutiny process.		The organisation uses the scrutiny process as a driver for change. The organisation benchmarks its achievements against comparable others and shares its experience in developing good practice.	Overall Summary
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There is an appropriate and accountable leadership group/ board/ forum who have responsibility for the equality agenda.		The Overview and Scrutiny function is used to scrutinise and challenge equality analysis / impact assessment objective setting and monitoring.		The organisation assesses its performance and outcomes against comparable organisations.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There are resources for supporting equality work.		The public are enabled to monitor progress		Review mechanisms are in place.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Progress and responses are reported regularly to the leadership of the organisation.		Some outcomes and priorities have changed as a result of Scrutiny review.	
				Criteria	Key Evidence Against Criteria

		The organisation is approached on a regular basis to provide examples of, or showcase good practice.	

	ces				
Developing		Achieving		Excellent	
12.1	Overall Summary	12.2	Overall Summary	12.3	Overall Summary
he organisation ensures that procurement and		Mechanisms are in place to ensure		The organisation can demonstrate that	
ommissioning processes and practice take		that equality standards are		commissioned/ procured services are helping it	
count of the diverse needs of clients, and that		embedded throughout the		achieve its equality priorities.	
oviders understand the requirements of the		procurement cycle.			
ublic sector Equality Duty.					
riteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria
uidance is available for suppliers on the equality		The organisation considers how the		There is evidence that contracts are being	
quirements for the procurement and		public pound is spent in regards to		monitored using quantitative and qualitative	
ommissioning process.		local procurement and influence on		analysis. The results are considered by both	
		the local economy.		the supplier and client.	
	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria
here are standard equality clauses for contracts.		Specifications take account of the		There is evidence of providers meeting the	
		different needs of users, for example		organisations equality objectives.	
		through equality analysis/ impact			
		assessments.			
		Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria
		Monitoring requirements are built into		Providers understand and can articulate a	
		contracts to ensure equality issues		commitment to equality.	
		are addressed.			
		Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria
		The organisation has an established		The organisation achieves considerable social	
		Social Value Framework. The Social		value from Its contracts	
		value of contracts is measured.			
		Criteria	Kev Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		The performance of sub- contracting		Local procurement is positively influencing the	
		arrangements is measured.		local economy	
		anangements is medsureu.		local coolionly	

ntegration of equality objectives into service planning									
Developing		Achieving		Excellent					
13.1	Overall Summary	13.2	Overall Summary	13.3	Overall Summary				
Structures are in place to ensure equality outcomes are integrated into business objectives.		Equality objectives are integrated into service plans across the organisation, with progress towards them performance managed by key decision makers.		The organisation can demonstrate that improvements and equality outcomes are being delivered across the business.					
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria				
Service plans are monitored regularly to ensure that equality objectives are being met.		Objectives address inequality and equality gaps.		Service Plans are designed and written with equality objectives in mind.					
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria				

Equality analysis is fed into planning and assessment of service plans.		The needs of protected groups are taken account of.		Business plans review past performance, demonstrate how past objectives have been achieved, review performance and set new objectives.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Customer care policies highlight the needs of protected groups.		Service users have opportunities to comment on how services are planned.		Gaps have been identified in terms of who may not be using the service and why. Action has been taken to change services in response.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Objectives have specific timescales.		There is evidence of improved or improving outcomes, disaggregated where appropriate to demonstrate the effects on different communities/ protected groups.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Resource implications have been properly assessed.		There is evidence that Services are being co- produced with service users.	
		Criteria	Key Evidence Against Criteria		
		Key decision makers demonstrate that they continuously monitor, review and evaluate performance for equality objectives.			
			Key Evidence Against Criteria		
		Equality integrated into the performance management.			

Service Delivery								
Developing		Achieving		Excellent				
14.1	Overall Summary	14.2	Overall Summary	14.3	Overall Summary			
The organisation has systems to collect, analyse		There is evidence that services are		The organisation has systems in place to use				
and measure how satisfied all sections of the		meeting the needs of a diverse		monitoring data and citizen feedback to				
community are with services.		community, and that take up of		redesign or adapt services to ensure equity of				
,		services is representative of the wider		access, and can demonstrate where this has				
		community.		been done.				
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria			
There are mechanisms in place for service users		Service users are consulted		Services are co-produced with service users				
to be consulted about service development and		effectively before services are		wherever possible and service users are able				
delivery.		developed.		to influence changes.				
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Kev Evidence Against Criteria			
Social Value and Collaborative Principles are	noy Endonee rigamer enteria	Issues such as Social Prescription	ney znachov riganot ontena	Initiatives such as Community Asset Transfers	noy Endened Against Ontena			
reflected in the organisations practical service		and Social Value are used to		and Community Right to Challenge are in				
		measure outcomes which are not		evidence as delivered by local communities				
delivery.								
		delivered by the organisation.		instead of the local authority.				
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria			
The organisation is able to analyse and measure		Access to and appropriateness of		There is evidence of how levels of customer				
whether all sections of the community are able to		services is monitored regularly by		satisfaction with services have improved over				
access services.		senior leaders and decision makers.		time.				
		schior leaders and debision maters.		ano.				
Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria			
It is clear who Service users are. Services carry		Senior leaders and decision makers		Take up of services is representative of the				
out mapping exercises to identify and review		demonstrate that they continuously		community in proportions that would be				
current participation and to highlight gaps.		review and evaluate access to		expected.				
		services.						
Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria		Key Evidence Against Criteria			
The organisation collects data about user		Data about access to services and		There are examples of how different				
satisfaction with its services. The mapping and		user satisfaction is used in equality		customers' experiences are analysed and				
satisfaction data collected is disaggregated by		analyses/ equality impacts		acted upon.	1			
different equality groups or vulnerable		assessment.			1			
communities.								
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria			

Complaints are disaggregated by protected groups. There are mechanisms in place to enable staff to introduce business improvements.		A scrutiny/ evaluation process of services is in place.		The organisation has taken steps to safeguard the human rights of individuals where these have been threatened.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		
Appropriate mechanisms are in place to ensure that Human Rights considerations are identified when planning services and that customers and citizens are treated with dignity and respect.		Human Rights issues are understood and considered when delivering services to customers and clients.			
		Criteria	Key Evidence Against Criteria		
		Human Rights guidance is available for staff and decision makers have up to date knowledge.			

THEMATIC AREA 4 - Diverse and En	gaged Workforce				
Workforce Diversity					
Developing		Achieving		Excellent	
15.1	Overall Summary	15.2	Overall Summary	15.3	Overall Summary
The organisation understands its local labour market, and has mechanisms in place to monitor its workforce against protected characteristics.		The organisation can demonstrate movement lowards greater diversity in its workforce profile compared with previous years, including increasing the levels of previously under- represented groups at all levels of the organisation.		The organisation actively ensures that the profile of its workforce (including the profile of major providers of commissioned services) broadly reflects the community it serves / local labour market.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation is clear about its local labour market.		Where there is evidence of disproportionality, action is being taken to reverse the trends.		There are appropriate examples of positive action to improve diversity.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
It has begun to identify the steps it needs to take to achieve a diverse workforce. These are reflected in recruitment policies and procedures.		Succession plans and recruitment processes address under- representation.		There is evidence that the workforce profile at all levels broadly matches the local labour market/community profile. This is continually monitored.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The progress of protected groups through the organisational hierarchy is monitored.		Specific and measureable employment targets been set to improve workforce diversity.		There are reasonable explanations for gaps (e.g. the community profile is constantly changing or largely retired population) and what the organisation is doing about it.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Equality mapping data is used as part of the analysis.		Selection panels are trained in Unconscious Bias. This includes senior recruitment panels where Members are involved.		Good use is made of flexible working arrangements and career pathway initiatives to address potential barriers and under representation.	
Criteria	Key Evidence Against Criteria				
Recruitment and selection is monitored at all stages of the process by protected characteristics					

Inclusive Strategies and Policies								
Developing		Achieving		Excellent				
16.1	Overall Summary	16.2	Overall Summary	16.3	Overall Summary			
The organisation's workforce strategies and policies include equality considerations and objectives.		The equality objectives contained within workforce strategies are implemented and monitored.		Prioritised equality outcomes for the whole workforce are being achieved.				
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria			

All employment policies and procedures comply with equality legislation and employment codes of practice. Criteria The organisation's workforce strategy identifies	Key Evidence Against Criteria	The organisation has a basic set of policies and practices to enhance workforce equality and diversity including reasonable adjustments, equal pay, flexible working and family friendly policies.	Key Evidence Against Criteria	The organisation has an excellent set of policies and procedures in place which are actively promoted to staff from all protected groups and used by managers to promote equality.	Key Evidence Against Criteria
equality issues.		organisation's workforce strategy are being implemented and tracked.		have been considered to improve outcomes.	
Criteria Targets and objectives are based on internal monitoring, staff consultation and the assessment of the local labour market and barriers to employment.	Key Evidence Against Criteria	Criteria When necessary, changes have been made as a result of equality analysis findings.	Key Evidence Against Criteria	Criteria Staff are involved in developing and monitoring these policies.	Key Evidence Against Criteria
Criteria New/changing employment policies and procedures are assessed for their impact on people with protected characteristics.	Key Evidence Against Criteria	Criteria Managers apply policies and practices across the authority in a consistent manner for all staff.	Key Evidence Against Criteria	Criteria Positive and tangible outcomes have been delivered as a result of the implementation of a wide range of policies and practices.	Key Evidence Against Criteria
Criteria All employment and training related policies are regularly reviewed.	Key Evidence Against Criteria	Criteria Staff are engaged positively in employment and service transformation and in developing new roles and ways of working. Trade unions and partners are involved.	Key Evidence Against Criteria	Criteria The organisation compares well with others.	Key Evidence Against Criteria
Criteria The council is using its workforce data to develop training and development strategies that can support a wider equalities agenda for employees.	Key Evidence Against Criteria	Criteria The training and development offer supports a wider equalities agenda for the organisation.	Key Evidence Against Criteria	Criteria Outcomes are communicated to staff with protected characteristics.	Key Evidence Against Criteria
Criteria A range of inclusive structures are in place to engage and involve staff.	Key Evidence Against Criteria	Criteria Training courses and development interventions are meeting the needs of different groups, and are making a difference in getting underrepresented groups of staff up the leadership ladder.	Key Evidence Against Criteria	Criteria The organisation has high satisfaction levels across all staff groups in respect of staff engagement.	Key Evidence Against Criteria
				Criteria Training and development strategies are proven to be making a significant difference to the wider equality agenda for employees and for workforce diversity.	Key Evidence Against Criteria

collecting, Analysing and Publishing Workforce Data								
Developing		Achieving		Excellent				
17.1	Overall Summary	17.2	Overall Summary	17.3	Overall Summary			
Systems are in place to collect and analyse employment data across a range of practices (recruitment, training, leavers, grievance and disciplinaries etc).		The organisation regularly monitors, analyses and publishes employment data in accordance with its statutory duties.		The authority has a robust and comprehensive set of employment data and uses this to inform its workforce strategy and management practice.				
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria			
The organisation reports annually on its Gender Pay Gap.		Data on applicants, people shortlisted and the composition of the workforce is systematically collected. This can be disaggregated by the protected characteristics.		Workforce data includes a wide range of information and protected characteristic profiles including pay levels, training opportunities, appraisal ratings.				
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria			

People are encouraged to provide data and there are initiatives in place to increase the disclosure of equality information by staff.		The organisation's Gender Pay Gap is reducing and it is addressing any race pay gap.		The organisation considers pay gaps across other areas of inequality such as religion and belief/ race- ethnicity/ age, disability etc.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Diversity monitoring information is separated from recruitment decisions and held securely.		There is evidence that workforce data is analysed and reported to senior leaders regularly.		The organisation understand the effects of employment policy and practice on its workforce.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
GDPR processes are in place and regulations are being met.		Workforce information is published to cover basic legal requirements and includes analysis of pay/job evaluation outcomes.		The organisation has sufficient information about staff to inform robust equality analysis.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		There is evidence that the organisation is actively working on reducing its Gender Pay Gap.		The workforce profile is updated regularly.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Action has been taken as a result of monitoring, trends are being identified and used to help establish objectives.	1	Data is looked at organisationally and service by service.	
					Key Evidence Against Criteria
				It is possible to analyse data by all the protected characteristics.	

Learning and Development					
Developing		Achieving		Excellent	
18.1	Overall Summary	18.2	Overall Summary	18.3	Overall Summary
The organisation carries out regular assessments of the training and learning and development needs required to ensure its councillors and officers are equipped to understand their equality duties and take action to deliver equality outcomes.		The organisation provides a range of accessible learning and development opportunities to support courcillors and officers in achieving equality objectives and outcomes.		Decision makers understand the importance of equality when making decisions and in how they use resources. Services are provided by knowledgeable and well-trained staff who are equipped to meet the diverse needs of local communities.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
An assessment has been made as to what equality-related training, learning or development is required.		Equality and diversity forms part of the training and development for key decision makers.		Managers and staff are accountable for ensuring equality outcomes. They can give examples of improved equality outcomes they have contributed to.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Appropriate behavioural competencies have been dentified for the workforce.		There is evidence that equality issues are mainstreamed into all training (e.g. training on customer care.		Good performance is recognised in the appraisal process and more generally.	
riteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
nduction training for new Members includes quality and all Members are offered Equality raining.		Different methods are used to promote learning to a wide audience (e.g. standard courses, coaching, mentoring).		Staff feel their skills have improved and that they are able to relate effectively with a range of clients.	
Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria		Key Evidence Against Criteria
Appraisal processes ensure staff and managers are aware of their equality-related responsibilities and accountabilities.		Management and individual appraisals include specific equality objectives for the service area.		Staff can answer questions about the council's equality priorities.	
				Criteria	Key Evidence Against Criteria
				Feedback from service users in protected groups is positive about the skills of staff in dealing with their issues.	

Health and Wellbeing

Developing		Achieving		Excellent	
19.1	Overall Summary	19.2	Overall Summary	19.3	Overall Summary
The organisation has begun to consider how it can	overall califinary	The organisation promotes the health	overall outlinally	There is a positive health and wellbeing culture	overall outliniary
address the key employee health and wellbeing		and well-being of staff in its		throughout all levels and areas of the service.	
issues.		workforce and other policies.		anoughout air levels and areas of the service.	
issues.		workforce and other policies.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation uses workforce data and other		There is a coherent Health and		Approaches to health and wellbeing are	
information from staff to determine what its health		Wellbeing Strategy that addresses a		innovative.	
and wellbeing priorities are.		range of related issues.			
51					
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation has assessed all aspects of the		Improvements have been made to		The organisation has adopted the Social	
working environment to ensure that the needs of		the working environment.		model of disability	
all its employees are met.					
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
A range of inclusive mechanisms are in place to		Staff are engaged positively in	noy Endonee Againet Shiend	There have been significant outcomes in the	
engage and involve staff.		employment and service		health and wellbeing of all staff including those	
engage and involve stan.		transformation and in developing new		with protected characteristics.	
		roles and ways of working.		with protected characteristics.	
		Toles and ways of working.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Policies and systems are in place to identify,		Reasonable Adjustments are		There are high satisfaction levels with the	· · · · ·
prevent and deal effectively with harassment and		provided in a timely fashion		working environment across all staff groups	
bullying at work.		consistently across the organisation.		particularly those with protected	
				characteristics.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria
The organisation has a policy for Reasonable		Occupational health works closely		The organisation has high satisfaction levels	
Adjustments for staff and Members and		with HR to identify and address		across all staff groups in respect of staff	
managers are trained to implement it.		absence trends.		engagement.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Occupational health services are provided.	Ney Endence Against Ontena	Managers have received training on	ney Evidence Against ornena	Harassment and bullying at work is dealt with	Rey Evidence Against Oriteria
occupational nealth services are provided.		mental health awareness and say		effectively and staff say that they are treated	
		they are equipped to address staff		with dignity and respect.	
		issues.		with dignity and respect.	
		issues.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		
The organisation has started to address mental		Harassment and bullying incidents			
health issues in the workplace		are monitored and analysed			
		regularly.			
		Criteria	Key Evidence Against Criteria		
		Appropriate action is taken to			
		address the issues that have been			
		identified.			
		aonanod.			

ace Equality - please relate this criteria to your local workplace, service provision and communities you serve. ey Considerations to Test During Self-Assessment, Review and Ongoing Strategy Development. lease indicate local performance, from a race equality, diversity and inclusion perspective.										
Developing			Achieving		Excellent					
20.1	Overall Summary		20.2	Overall Summary	20.3	Overall Summary				
The organisation has begun to consider how it can address the key employee race equality, issues, concerns and barriers.			The organisation promotes and practices race equality in its workforce and other policies.		There is a positive and inclusive race equality culture and performance throughout all levels and areas of the service.					
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Step	\$				
Secondments	Are they transparent, fair, advertised, open and merit based?									
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Step	S				

1	1		1	1	r1
Recognition, pay and reward	Is everyone recognized fairly and consistently? Is there unfairness in pay and performance (eg ratings) and reward (eg recognition payments)? Is there an ethnicity pay gap?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Policies and Best Practice	Is flexible working / work life balance equally offered? are reasonable adjustments consistent and meet individual needs? Are all policies and processes free from discrimination and bias?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Recruitment	Is the process equitable and fair? Are there equal internal progression opportunities? Is there bias in recruitment practices? Do applicant and hiring rates reflect local communities?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Mentoring and Coaching	Is there a culture of mentoring and coaching, accessible and available to all? Are there reverse mentoring opportunities? Can all staff discuss and get development with their line managers? Are there role models?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Progression	Do BAME staff have long length of service, poor progression, unable to showcase / demonstrate ability and are there unequal access to opportunities. Is there recruitment bias in progression? Are internal pipelines understood?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Retention	Is there a poor employee experience and what does it look and sound like? Is there poor behaviours, internally and externally and ways to call these out, tackle and resolve these? Is there high BAME turnover re joiners and leavers? Are we representative at all grades?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Employee Network Groups	Are there effective Network Groups, with clear terms of reference, standard operating procedures, senior sponsors, committees and a clear governance structure and pathways? Do they have an evidenced workplan, a communications plan and act as a constructive and focused forum, providing insight and employee voice to help inform organisational needs.				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Employee Voice and Speaking Out	Are BAME staff able to speak out, report and surface any workplace issues, in relation to behaviours, decisions, pay and reward, abusive customers? Will these be taken seriously. Are there unintended consequences for the victim? Is there a culture of under reporting.				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps

1	i i i i i i i i i i i i i i i i i i i	1	1	1	1
Culture	Are there in-groups, out-groups, favoritism, bias? Is there low confidence, self-esteem for BAME Staff? Is there an inclusive culture and behaviours? Are there excluding behaviours and what are they ?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Performance	Are there disparities in objective setting, performance reviews, workplace allocation and performance ratings for BAME staff? Are there less exceeded target ratings for BAME staff?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Line Management relationship and practice	Is line management inclusive? Is there consistent wellbeing support, respect, development opportunities and line management? Can you call out poor behaviours to line managers, who will help you to resolve them?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Workplace practices	Are all processes, procedures and practices consistent, of high quality with no adverse impacts on BAME staff. Are BAME staff given unfavourable work allocation, shift patterns, hazardous work?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Employee Relations	Are there any disparities in HR cases brought forward by BAME staff? Are there disparities in outcomes? Are there disparities in BAME employees experiencing disciplinary procedures and disproportionate outcomes / sanctions? Is there a healthy Employee Relations culture between the TUs and organisation on Race Equality? How satisfied are BAME staff with the outcomes of formal / informal complaints and concerns? Are BAME staff confident about speaking up on issues pertaining to race and racism (whether about the workplace, service delivery or societal)?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Development opportunities	Is there consistent and fair opportunities to learning and development opportunities for non-mandatory courses, local opportunities, shadowing, projects, daily tasks? Are development plans supportively discussed and recorded during performance reviews?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Impact Assessments	Is there an effective work practice of timely and meaningful Equality and Health Impact Assessments and do they fully consider, consult and improve outcomes for BAME employees, service users and communities. Are managers skilled in delivering these and leaders skilled in reviewing these? Is the political leadership skilled and adept at understanding EDI implications and mitigation decisions?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps

			-		
Governance	Is there clear Governance structures, EDI sponsors and local leads and measures? How do we actively monitor need, progress and impact? Are we aware of our drivers (internal, external, legal, Public Authority, regulatory, GLA, London Councils). Are all individual responsibilities clearly understood and delivered?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
		.,	.,	·, ··· ·· ···	
Leadership	Is the leadership pro-actively engaged in the EDI Agenda. Is the leadership actively anti-racist. Does the leadership create active leadership listening opportunities? Does the leadership attend Inclusive Leadership development? Do Leaders have EDI performance targets, measures, with leadership development on how to deliver against these? Do our leadership and managers have the cultural intelligence to manage and support a diverse workforce?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Data and Reporting	Are there dashboards, scorecards, inclusion index, recruitment data, staff survey data, effective reporting, service users data and integrated People Plans? Do these show a clear BAME analysis and narrative? Are these circulated and do managers have the skills to interpret and respond by changing employment practice and service provision? Is the Ethnicity Pay Gap a potential analysis to conduct.				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Frontline Employee Experience	Are there differential and adverse experiences of BAME staff, due to their background? Are these reported and responded to by the organisation? Is the required support provided? Are services designed to protect and safeguard staff?				
Critoria	Criteria Deserintian	Key Evidence Against Developing	Kay Evidence Against Ashioving	Kay Evidence Against Excellent	Summary Against Critoria and Potential Next Stone
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Community Relationships	What is the Council's reputation as an employer of choice? Are there tensions in the community between different groups? Does the Council understand the demographic diversity and needs of different customer, service users and community groups? How does the Council understand this and use this intelligence to design and deliver inclusive and accessible services, safeguarding staff?				
	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
	Inclusion (issues not people) – Are issues/concerns pertinent to race proactively included/welcomed from the outset without resistance (and without having to be proposed by BAME staff)? Perceptions (of none BAME staff) – From the perspective of non- BAME staff, how proactive is Havering Council in dealing with				
	issues of race/racism and how well does it deliver on these issues?		1		
	Issues r Perceptions (of BAME staff) – From the perspective of BAME staff, how proactive is Havering Council in dealing with issues of race/racism and how well does it deliver on these issues?				
Attitudes, perceptions, values and beliefs and	Perceptions (by BAME staff) – From the perspective of BAME				1
systemic race inequality	staff, how proactive is Havering Council in dealing with issues of				
	race/racism and how well does it deliver on these issues?		1		
		1	1	1	

Attitudes (of non-BAME staff) – To what extent do non-BAME staff, across all grades, understand the impacts of race inequality in Britain, the impact it has on BAME citizens and their role in becoming anti-racist?		
What is the visible leadership, HR and Trade Union's commitmen and practices, in tackling issues around race inequality?		
Systemic Racism – How well is racism (local, national and global) recognised and understood, in particular the effect it have on issues / decisions and behaviours within the borough and the council?		

## Race, Equality, Accessibility, Diversity and Inclusion (READI) - Service Evidence Capture Self-Assessment

	1					
Directorate :			Service Name /s :			
Nominated Lead :						
How To Guide :						
	l automatically update. It is divided into service sp	acific tabs. Please work directly to this data	base, through the Teams IDEA space			
	e for (please note the additional Race Equality Sec					
	procedures and practice that have positive impact		Televant sections. Starting with th	elerchand columni Developing parm		
	ges and barriers to more inclusive service provision					
-	f no evidence exists or state in progress, if this is p	lanned				
- once complete, fill in the overall summary of	performance, in each section					
Please contact REDACTED@havering.gov.uk	c (EDI and Race Relations Consultant) if you need a	assistance and support.				
THEMATIC AREA 1 - Understanding and	Working with your Communities					
Thematic Alter T onderstanding and	Norking with your communities					
Collecting and Sharing Information						
Developing		Achieving		Excellent		
1.1	Overall Summary	1.2	Overall Summary	1.3	Overall Summary	
The organisation has gathered and published information and data on the profile of its communities		Relevant, proportionate and appropriate information about the local communities and their		A comprehensive set of information about local communities/protected characteristics		
and the extent of inequality and disadvantage. Plans		protected characteristics is being gathered.		needs and outcomes is regularly updated		
are in place to collect, share and use equality		Information is shared across the organisation and		and published and used to identify priorities		
information with partners.		with partners		for the local area		
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	
The organisation is clear about what sources of	Rey Evidence Against Criteria	Information is disaggregated and analysed on the	Rey Evidence Against Chieria	The Council is working with partners to	Rey Evidence Against Citteria	
information (both local and national) are relevant and		basis of different communities, including those		continuously develop new and innovative		
useful.		sharing protected characteristics.		data sharing platforms.		
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	
The organisation knows what information is already		Quantitative and qualitative research methods are		The organisation has a sophisticated		
being collected – internally and by its partners,		used to gather data and information.		understanding of the difference between the		
including voluntary and community sector stakeholders?				equality profile of their local area and how that translates to inequalities for different		
Stakerouers :				groups.		
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	
Some information and data has been gathered and		National and regional data is used and analysed.		Changing needs are identified and prioritised		
published.				across a wide range of services and		
				outcomes by, for example, referring to the Equality and Human Rights Commission's		
				Equality Measurement Framework.		
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	
The organisation is working with its partners to ensure information is shared effectively.		Information from ward councillors is gathered in a systematic way.		Data is regularly updated and used to set priorities across the organisation and in		
information is shared enectively.		systematic way.		different services, by geographical area and		
				by protected characteristic.		
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	
Partners ensure efficient collection of data that avoids		Data is easily accessed, shared and used by		There is evidence of a continuous		
duplication.		departments across the organisation.		improvement of the quality of the data.		
			1	1		
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	
The authority is compliant with GDPR legislation in its		The organisation is working with partners to	, indence riganiat ontena	The organisation is working with partners to		
collection, analysis storage and use of data and		address identified gaps in information. Data is		ensure that changing needs are identified		
information		disaggregated using the same or similar		and met.		
		categories.				
			1	1		
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	

	Information is being shared to identify and measure equality gaps and to inform outcomes for the area.		Voluntary and community sector partners/health colleagues and stakeholders access and use the information.	
	Criteria	Key Evidence Against Criteria		
	There are robust and effective protocols in place for sharing information between partners and to ensure data protection			
	Criteria	Key Evidence Against Criteria		
	Information is being captured about health inequality.			

Analysing and using data and information					
Developing		Achieving		Excellent	
2.1	Overall Summary	2.2	Overall Summary	2.3	Overall Summary
Systems are being developed to analyse soft and hard		Information and data is disaggregated and		Up to date and comprehensive equality data	
ata/intelligence about communities, their needs and		analysed to support the assessment of local need,		is used regularly to plan and assess impacts	
spirations.		impacts of changes to services and priorities.		of decisions.	
		1			
	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria
he organisation is developing and improving systems		Data is used to inform the setting of relevant		The organisation and its partners are using	
or collating and analysing the different sets of data		equality objectives, and these are regularly		data in the most innovative ways such as	
being collected.		monitored.		predictive analytics to target service	
				interventions	
	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
nformation is collected by front-line staff or key		Data is used in service planning, commissioning		Data is being used to predict and measure	
decision makers and taken account of.		and decision making.		demand for services	
		, i i i i i i i i i i i i i i i i i i i			
	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria
The authority is compliant with GDPR legislation,		Data is continuously gathered and analysed.		Achievement of outcomes are measured and	
analysis and use of data and information				there is evidence of gaps being narrowed.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria
		Information is disaggregated in a meaningful way,		Performance is monitored against equality	
		by relevant protected characteristic and other		objectives and outcomes including procured	
		factors (such as deprivation or rurality) and		and commissioned services, and with key	
		analysed on a regular basis. Information is used		partners and other stakeholders.	
		to identify and prioritise on the basis of need.			
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Information and data is used effectively as part of		Equality outcomes for commissioned and	
		impact assessment/ risk assessment and giving		procured services are monitored and	
		due regard to the public sector equality duty.		reported on.	
			1		

Developing		Achieving		Excellent	
3.1	Overall Summary	3.2	Overall Summary	3.3	Overall Summary
nclusive community engagement structures are being		Engagement mechanisms and structures are in		Formal and informal interactions takes place	
eveloped throughout the organisation.		place to involve equality stakeholders and		between the organisation and its diverse	
		scrutinise service delivery, decision- making and		communities. Communities from across the	
here are opportunities for communities to be involved		progress. The organisation engages with all its		protected groups are actively participating in	
n decision making.		communities when making decisions, including		and influencing decision making.	
-		those with protected characteristics.			

Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation has an engagement strategy. It is	ney Endence Against Ontena	People from protected groups are encouraged and	Rey Evidence Against Gritefia	There are a range of innovative approaches	ney Evidence Against ontena
clear about different levels of engagement (i.e.		enabled to participate in decision making.		to involving communities and arrangements	
informing, consulting, participating, co-producing) and		chabled to participate in decision making.		are made to meet specific or individual	
when these are appropriate.				needs.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Engagement structures are in place	noj Endonoo Agamor ontona	A range of engagement methodologies are used.	noy Endoneo Agamor entona	Vulnerable people/ communities are	noy Errashoo Agamor ontona
5.5.		5.5.5.5.		participating including the hardest to reach in	
				the community.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There are opportunities for protected groups to be		Priorities have been changed as a result of		There is evidence that mainstream	
engaged with decision making.		engagement with a clear and demonstrable		engagement mechanisms are increasingly	
		evidence basis.		involving previously under-represented	
				groups.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation can evidence examples of these		The organisation and partners engage		Communities are encouraged or supported	
opportunities.		collectively/share information and results of engagement activities to ensure that particular		to influence or make decisions.	
		groups are not being over consulted with.			
		groups are not being over concated with			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Shared engagement structures/mechanisms are in		There is an increase in the involvement of		Staff and stakeholders are able to describe	
development with partners.		underrepresented groups.		levels of influence within the community and	
				changes made as a result.	
				changes made as a result.	
				·	
Criteria These are an extend as second as this with	Key Evidence Against Criteria	Criteria Francescut with the community and valuation	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There are some shared engagement activities with	Key Evidence Against Criteria	Engagement with the community and voluntary	Key Evidence Against Criteria	Criteria Key decision makers are involved in the	Key Evidence Against Criteria
	Key Evidence Against Criteria	Engagement with the community and voluntary sector and the wider community effectively inform	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There are some shared engagement activities with	Key Evidence Against Criteria	Engagement with the community and voluntary	Key Evidence Against Criteria	Criteria Key decision makers are involved in the	Key Evidence Against Criteria
There are some shared engagement activities with	Key Evidence Against Criteria	Engagement with the community and voluntary sector and the wider community effectively inform	Key Evidence Against Criteria	Criteria Key decision makers are involved in the	Key Evidence Against Criteria
There are some shared engagement activities with	Key Evidence Against Criteria	Engagement with the community and voluntary sector and the wider community effectively inform	Key Evidence Against Criteria	Criteria Key decision makers are involved in the	Key Evidence Against Criteria
There are some shared engagement activities with	Key Evidence Against Criteria	Engagement with the community and voluntary sector and the wider community effectively inform decisions.	Key Evidence Against Criteria Key Evidence Against Criteria	Criteria Key decision makers are involved in the engagement process. Criteria	Key Evidence Against Criteria Key Evidence Against Criteria
There are some shared engagement activities with	Key Evidence Against Criteria	Engagement with the community and voluntary sector and the wider community effectively inform decisions.		Criteria Key decision makers are involved in the engagement process. Criteria There is evidence of partnership	
There are some shared engagement activities with	Key Evidence Against Criteria	Engagement with the community and voluntary sector and the wider community effectively inform decisions. Criteria There are processes and plans throughout the organisation and with partners to increase		Criteria Key decision makers are involved in the engagement process. Criteria There is evidence of partnership arrangements leading to improved outcomes	
There are some shared engagement activities with	Key Evidence Against Criteria	Engagement with the community and voluntary sector and the wider community effectively inform decisions. Criteria There are processes and plans throughout the organisation and with partners to increase stakeholder and voluntary and community sector		Criteria Key decision makers are involved in the engagement process. Criteria There is evidence of partnership	
There are some shared engagement activities with	Key Evidence Against Criteria	Engagement with the community and voluntary sector and the wider community effectively inform decisions. Criteria There are processes and plans throughout the organisation and with partners to increase		Criteria Key decision makers are involved in the engagement process. Criteria There is evidence of partnership arrangements leading to improved outcomes	
There are some shared engagement activities with	Key Evidence Against Criteria	Engagement with the community and voluntary sector and the wider community effectively inform decisions. Criteria There are processes and plans throughout the organisation and with partners to increase stakeholder and voluntary and community sector		Criteria Key decision makers are involved in the engagement process. Criteria There is evidence of partnership arrangements leading to improved outcomes	
There are some shared engagement activities with	Key Evidence Against Criteria	Engagement with the community and voluntary sector and the wider community effectively inform decisions. Criteria There are processes and plans throughout the organisation and with partners to increase stakeholder and voluntary and community sector		Criteria Key decision makers are involved in the engagement process. Criteria There is evidence of partnership arrangements leading to improved outcomes	
There are some shared engagement activities with	Key Evidence Against Criteria	Engagement with the community and voluntary sector and the wider community effectively inform decisions. Criteria There are processes and plans throughout the organisation and with partners to increase stakeholder and voluntary and community sector		Criteria Key decision makers are involved in the engagement process. Criteria There is evidence of partnership arrangements leading to improved outcomes	
There are some shared engagement activities with	Key Evidence Against Criteria	Engagement with the community and voluntary sector and the wider community effectively inform decisions.  Criteria There are processes and plans throughout the organisation and with partners to increase stakeholder and voluntary and community sector involvement in informing prio Criteria		Criteria Key decision makers are involved in the engagement process. Criteria There is evidence of partnership arrangements leading to improved outcomes in participation. Criteria	
There are some shared engagement activities with	Key Evidence Against Criteria	Engagement with the community and voluntary sector and the wider community effectively inform decisions.  Criteria There are processes and plans throughout the organisation and with partners to increase stakeholder and voluntary and community sector involvement in informing prio  Criteria Increase stakeholder and voluntary and	Key Evidence Against Criteria	Criteria Key decision makers are involved in the engagement process. Criteria There is evidence of partnership arrangements leading to improved outcomes in participation. Criteria Partners are open to challenge and	Key Evidence Against Criteria
There are some shared engagement activities with	Key Evidence Against Criteria	Engagement with the community and voluntary sector and the wider community effectively inform decisions.  Criteria There are processes and plans throughout the organisation and with partners to increase stakeholder and voluntary and community sector involvement in informing prio Criteria Criteria Criteria	Key Evidence Against Criteria	Criteria Key decision makers are involved in the engagement process. Criteria There is evidence of partnership arrangements leading to improved outcomes in participation. Criteria	Key Evidence Against Criteria
There are some shared engagement activities with	Key Evidence Against Criteria	Engagement with the community and voluntary sector and the wider community effectively inform decisions.  Criteria There are processes and plans throughout the organisation and with partners to increase stakeholder and voluntary and community sector involvement in informing prio  Criteria Increase stakeholder and voluntary and	Key Evidence Against Criteria	Criteria Key decision makers are involved in the engagement process. Criteria There is evidence of partnership arrangements leading to improved outcomes in participation. Criteria Partners are open to challenge and	Key Evidence Against Criteria
There are some shared engagement activities with	Key Evidence Against Criteria	Engagement with the community and voluntary sector and the wider community effectively inform decisions.  Criteria There are processes and plans throughout the organisation and with partners to increase stakeholder and voluntary and community sector involvement in informing prio Criteria Criteria Criteria	Key Evidence Against Criteria	Criteria Key decision makers are involved in the engagement process. Criteria There is evidence of partnership arrangements leading to improved outcomes in participation. Criteria Partners are open to challenge and	Key Evidence Against Criteria
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There are some shared engagement activities with	Key Evidence Against Criteria	Engagement with the community and voluntary sector and the wider community effectively inform decisions.  Criteria There are processes and plans throughout the organisation and with partners to increase stakeholder and voluntary and community sector involvement in informing prio Criteria Criteria Criteria Criteria Criteria Criteria Criteria Criteria Criteria	Key Evidence Against Criteria Key Evidence Against Criteria	Criteria         Key decision makers are involved in the engagement process.         Criteria         There is evidence of partnership arrangements leading to improved outcomes in participation.         Criteria         Partners are open to challenge and constructive criticism.         Criteria         Where there is very limited or no actual	Key Evidence Against Criteria Key Evidence Against Criteria
There are some shared engagement activities with	Key Evidence Against Criteria	Engagement with the community and voluntary sector and the wider community effectively inform decisions.  Criteria There are processes and plans throughout the organisation and with partners to increase stakeholder and voluntary and community sector involvement in informing prio  Criteria C	Key Evidence Against Criteria Key Evidence Against Criteria	Criteria         Key decision makers are involved in the engagement process.         Criteria         There is evidence of partnership arrangements leading to improved outcomes in participation.         Criteria         Partners are open to challenge and constructive criticism.         Criteria         Criteria         Criteria         Criteria         Criteria         Criteria         Criteria         Partners are open to challenge and constructive criticism.         Criteria         Where there is very limited or no actual representation within a local demographic,	Key Evidence Against Criteria Key Evidence Against Criteria
There are some shared engagement activities with	Key Evidence Against Criteria	Engagement with the community and voluntary sector and the wider community effectively inform decisions.  Criteria There are processes and plans throughout the organisation and with partners to increase stakeholder and voluntary and community sector involvement in informing prio Criteria Criteria Criteria Criteria Criteria Criteria Criteria Criteria Criteria	Key Evidence Against Criteria Key Evidence Against Criteria	Criteria         Key decision makers are involved in the engagement process.         Criteria         There is evidence of partnership arrangements leading to improved outcomes in participation.         Criteria         Partners are open to challenge and constructive criticism.         Criteria         Where there is very limited or no actual representation within a local demographic, the ability to catter for difference is in	Key Evidence Against Criteria Key Evidence Against Criteria
There are some shared engagement activities with	Key Evidence Against Criteria	Engagement with the community and voluntary sector and the wider community effectively inform decisions.  Criteria There are processes and plans throughout the organisation and with partners to increase stakeholder and voluntary and community sector involvement in informing prio  Criteria C	Key Evidence Against Criteria Key Evidence Against Criteria	Criteria         Key decision makers are involved in the engagement process.         Criteria         There is evidence of partnership arrangements leading to improved outcomes in participation.         Criteria         Partners are open to challenge and constructive criticism.         Criteria         Criteria         Criteria         Criteria         Criteria         Criteria         Criteria         Partners are open to challenge and constructive criticism.         Criteria         Where there is very limited or no actual representation within a local demographic,	Key Evidence Against Criteria Key Evidence Against Criteria

ostering good community relations							
Developing		Achieving		Excellent			
4.1	Overall Summary	4.2	Overall Summary	4.3	Overall Summary		
Structures are in place within the organisation and across partnerships to understand community relationships and map community tensions.		The organisation and its partners have a strong understanding of the quality of relations between different communities and collectively monitor relations and tensions. The organisation and its partners are actively engaged in planning and delivering activities that foster good relations.		The organisation takes a sophisticated approach to fostering good relations which has resulted improvements in relationships between diverse communities			
riteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		

There are joint partnerships responsible for monitoring community tensions.		Harassment and hate crimes are monitored and analysed regularly		Information is available to show there has been an improvement in community relations.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The Community Safety Strategy addresses the issue of community cohesiveness	rey Evidence Against Citteria	Appropriate action is taken to address the issues that have been identified.		The organisation works with others to improve performance on good relations between diverse communities.	rey Eridence Against Cinena
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Council leaflets/ posters/ communications/ events promote positive relations.		Members play a role in monitoring community relations and reporting intelligence		The Council's leaders maintain a high profile on community relations. The Council makes use of Members' links with different communities depending on circumstances.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Data is available, and is it disaggregated to cover the protected characteristics.		The Council plays a leading role in bringing the partners and the community together if there are serious incidents of hate crime.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Data is regularly analysed and acted upon.		There is obvious and demonstrable cross- over between equality, diversity and community cohesion.	
		Criteria	Key Evidence Against Criteria		
		Stakeholders and communities are involved in the monitoring.			

Participation in public life					
Developing		Achieving		Excellent	
6.1	Overall Summary	6.2	Overall Summary	6.3	Overall Summary
The organisation has a clear understanding of the level of participation in public life by different sommunities/protected characteristics. This can include rvolvement in local democracy and representation e.g. school governors, councillors, board members of voluntary/statutory sector organisations.		Local people are encouraged to participate in public life or in other activities where they are under-represented. The Council uses a range of different methods and it is able to innovate and find new ways to extend participation in certain communities.		There is an improvement in the participation rates of under-represented groups in public life. The organisation can demonstrate that people across a range of protected characteristics are able to influence decisions	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Information/data is gathered about the extent of involvement in public life		The organisation actively informs and involves local people, including under- represented groups, in opportunities for public participation.		There is evidence that improvements have been achieved.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Outreach work or public campaigning has been undertaken to increase levels of participation by protected groups.		More people from under-represented groups are participating across a wider range of activities.	
				Criteria	Key Evidence Against Criteria
				Decision makers are from a wider range of	

Developing		Achieving		Excellent	
7.1	Overall Summary	7.2	Overall Summary	7.3	Overall Summary
The political and executive leadership have publically committed to reducing inequality, fostering good relations and challenging discrimination.		Political and executive leaders demonstrate personal knowledge and understanding of local communities and continue to show commitment to reducing inequality.		Leaders have gained a reputation within the community and with all of its partners for championing equality, balancing competing interests and fostering good relations.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Senior leaders in the organisation have stated their commitment to a diverse workforce and have made clear what is expected from staff when delivering services to the community		Senior leaders can demonstrate their commitment to equality in decision making and how this informs the way the organisation responds to challenges		The organisation is able to show that even when making difficult decisions it continues to demonstrate a clearly articulated and meaningful commitment to equality.	

Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Leadership on equality is demonstrated in a way that is		Senior leaders demonstrate knowledge and		Senior leaders have and own clear	
recognised and understood by the organisation and		commitment to equality issues. They 'walk the		knowledge of local equality priorities and	
local communities.		talk'		how and why they are being addressed.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Leaders have publicly committed to improving equality		There is evidence that equality considerations		Senior leaders act as ambassadors for the	
in their area.		inform their decision making.		equality agenda.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation has established and publicised a		Senior leaders understand the value and impact		Senior leaders personally challenge	
strong business case for its equality work.		good communications can have and ensure that		inequalities and drive an improvement	
. ,		publications, websites and other communications		agenda.	
		channels are as diverse as possible		°	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation regularly communicates its		The organisation promotes a positive narrative		Staff, the community or the voluntary and	
commitment to promoting equality to staff and the		around equality and good relations across the		community sector can offer good examples	
community		whole community		of how effective communication and	
				engagement with the Council has enabled	
				the organisation to prevent or manage	
				tensions between different equality groups.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There is evidence that publications reflect the	Rey Evidence Against Cinteria	There are examples of where the organisation and		The organisation plays a role in ensuring that	
organisation's commitment to equality and fostering		its partners have had to take unpopular decisions		all stakeholders collectively manage the	
good relations.		but still managed to keep local communities on		conflicting needs of their communities.	
good relations.		board.		connicting needs of their communities.	
		board.			
		Criteria	Key Evidence Against Criteria		
		The organisation has taken steps to counter			
		negative stereotypes or dispel myths.			
		ingani e the tary part as diopor mythol			

Priorities and Partnership Working					
Developing		Achieving		Excellent	
8.1	Overall Summary	8.2	Overall Summary	8.3	Overall Summary
Partnership working arrangements are being reviewed with the voluntary and community sector and the wider community to ensure that local equality priorities are addressed		There is a coherent, shared vision of equality for the local area, with clear priorities which have been agreed and understood by all key stakeholders, including the voluntary and community sector.		The organisation can demonstrate success in working with partners in the public, private, community and voluntary sectors to address equality priorities, which are reviewed on a regular basis.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Corporate and partnership documents capture the commitment of the organisation and partners to equality.		There are shared equality priorities, objectives and outcomes for the local area which are understood and acted on at all levels within the organisation.		Staff, the community or the voluntary and community sector give good examples of improved outcomes/ reduced inequality/ improvements in health inequality.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Equality objectives are reflected in local strategic planning.		There is a clear shared vision for the area.		Review mechanisms are in place.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		The organisation and its partners monitor, review and evaluate performance against equality priorities, including inequality and health inequality.		There is evidence that cross-organisational learning is taking place.	
			Key Evidence Against Criteria		Key Evidence Against Criteria
		The results of these activities contribute directly to the development of the organisation's objectives.		The community and voluntary sector say that they are treated as equal partners by the Council.	

Developing		Achieving		Excellent	
9.1	Overall Summary	9.2	Overall Summary	9.3	Overall Summary
Due regard is taken to the aims of the general equality uty when making decisions and when setting policies.	Overan Summary	Equality analysis/ impact assessment is integrated systematically into planning and decision making across the organisation.	Overan Summary	The organisation can demonstrate that improvements in equality outcomes are being delivered as a result of effective equality analysis/ impact assessment, and that negative impacts have been mitigated.	Overall Summary
Dela este	Kas Faildanas Analast Oslanla	0-141-	Key Fuldence Analysis Ostrolo	0-141-	Key Friday Andrea Andrea
Zriteria The organisation has an agreed approach to conducting quality analysis/ impact assessment of policy and service decisions.	Key Evidence Against Criteria	Criteria There is senior level commitment to using and understanding equality analysis' impact assessment to inform planning and decision making.	Key Evidence Against Criteria	Criteria The organisation can demonstrate how equality analysis/ impact assessment has been used to identify needs and improve outcomes/ reduce inequality.	Key Evidence Against Criteria
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
fraining and support on equality analysis/ impact assessment is available.		The organisation's assessments are accessible, robust and meaningful.		The organisation can provide evidence of how or where equality analysis/ impact assessment has informed decision-making and led to different, tailored services that have improved outcomes.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
mpact assessments take account of the views of those iffected by the policy or decision.		There is evidence that Members routinely take account of equality analysis/ impact assessment when making decisions.		The organisation captures information about what budget/service cuts mean to people's lives.	
Criteria	Key Evidence Against Criteria	Criteria	Kev Evidence Against Criteria		
There is a process for ensuring that equality impact assessments are sufficiently robust.	-	Decisions around budget cuts and savings have taken account of cumulative impact.			
		Criteria	Key Evidence Against Criteria		
		The findings, recommendations and conclusions are shared effectively to inform decisions and planning.			
		Criteria	Key Evidence Against Criteria		
		Mitigating actions are identified where appropriate.			

Equality Objectives and Annual Reporting					
Developing		Achieving		Excellent	
10.1	Overall Summary	10.2	Overall Summary	10.3	Overall Summary
Equality objectives for the organisation have been set and published in accordance with the requirements to support the public sector Equality Duty.		Specific and measurable equality objectives have been integrated into organisational strategies and plans and action is being taken to achieve them. Outcomes are measured and monitored regularly by senior leaders.		The organisation can demonstrate a clear link between quality objectives and positive outcomes for its communities.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The specific duty to publish equality objectives has been met.		Equality objectives are integrated into organisational strategies and plans.		There is evidence that equality objectives have led to improved outcomes for people with protected characteristics.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Objectives are underpinned by robust equality analysis.		There is evidence of a link between equality objectives, business planning and performance management.		Actions to achieve priority outcomes are reviewed and regularly updated.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Objectives are SMART(Specific, Measurable Realistic, Achievable and Timely).		Progress is regularly monitored and reviewed.		Steps are taken if deficiencies are identified.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria

	Members are kept informed of progress against equality objectives.	Stakeholders and staff are involved in the monitoring of objectives.	
		Criteria	Key Evidence Against Criteria
		An Annual Equality report is published and	
		shared.	

Performance Monitoring and Scrutiny					
Developing		Achieving		Excellent	
11.1	Overall Summary	11.2	Overall Summary	11.3	Overall Summary
Appropriate structures are in place to ensure delivery and review of equality objectives.		The setting and monitoring of equality objectives is subject to challenge, including through any organisational bodies or groups and the political Overview and Scrutiny process.		The organisation uses the scrutiny process as a driver for change. The organisation benchmarks its achievements against comparable others and shares its experience in developing good practice.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There is an appropriate and accountable leadership group/ board/ forum who have responsibility for the equality agenda.		The Overview and Scrutiny function is used to scrutinise and challenge equality analysis / impact assessment objective setting and monitoring.		The organisation assesses its performance and outcomes against comparable organisations.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There are resources for supporting equality work.		The public are enabled to monitor progress		Review mechanisms are in place.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Progress and responses are reported regularly to the leadership of the organisation.		Some outcomes and priorities have changed as a result of Scrutiny review.	
				Criteria	Key Evidence Against Criteria
				The organisation is approached on a regular basis to provide examples of, or showcase good practice.	

Commissioning and Procuring Services					
Developing		Achieving		Excellent	
12.1	Overall Summary	12.2	Overall Summary	12.3	Overall Summary
The organisation ensures that procurement and		Mechanisms are in place to ensure that equality		The organisation can demonstrate that	
commissioning processes and practice take account of		standards are embedded throughout the		commissioned/ procured services are	
he diverse needs of clients, and that providers		procurement cycle.		helping it achieve its equality priorities.	
understand the requirements of the public sector					
Equality Duty.					
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria
Guidance is available for suppliers on the equality		The organisation considers how the public pound		There is evidence that contracts are being	
requirements for the procurement and commissioning		is spent in regards to local procurement and	1	monitored using quantitative and qualitative	
process.		influence on the local economy.		analysis. The results are considered by both	
				the supplier and client.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There are standard equality clauses for contracts.		Specifications take account of the different needs		There is evidence of providers meeting the	
		of users, for example through equality analysis/		organisations equality objectives.	
		impact assessments.			
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Monitoring requirements are built into contracts to		Providers understand and can articulate a	
		ensure equality issues are addressed.		commitment to equality.	
			Key Evidence Against Criteria		Key Evidence Against Criteria
		The organisation has an established Social Value		The organisation achieves considerable	
		Framework. The Social value of contracts is	1	social value from Its contracts	
		measured.	1		
			1		

Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The performance of sub- contracting		Local procurement is positively influencing	
arrangements is measured.		the local economy	

Developing		Achieving		Excellent	
13.1	Overall Summary	13.2	Overall Summary	13.3	Overall Summary
Structures are in place to ensure equality outcomes are ntegrated into business objectives.		Equality objectives are integrated into service plans across the organisation, with progress towards them performance managed by key decision makers.		The organisation can demonstrate that improvements and equality outcomes are being delivered across the business.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Service plans are monitored regularly to ensure that equality objectives are being met.		Objectives address inequality and equality gaps.		Service Plans are designed and written with equality objectives in mind.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Equality analysis is fed into planning and assessment of service plans.		The needs of protected groups are taken account of.		Business plans review past performance, demonstrate how past objectives have been achieved, review performance and set new objectives.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Customer care policies highlight the needs of protected proups.		Service users have opportunities to comment on how services are planned.		Gaps have been identified in terms of who may not be using the service and why. Action has been taken to change services in response.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Objectives have specific timescales.		There is evidence of improved or improving outcomes, disaggregated where appropriate to demonstrate the effects on different communities/ protected groups.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Resource implications have been properly assessed.		There is evidence that Services are being co- produced with service users.	
		Criteria	Key Evidence Against Criteria		
		Key decision makers demonstrate that they continuously monitor, review and evaluate performance for equality objectives.			
		Criteria	Key Evidence Against Criteria		
		Equality integrated into the performance management.			

Service Delivery					
Developing		Achieving		Excellent	
14.1	Overall Summary	14.2	Overall Summary	14.3	Overall Summary
The organisation has systems to collect, analyse and measure how satisfied all sections of the community are with services.		There is evidence that services are meeting the needs of a diverse community, and that take up of services is representative of the wider community.		The organisation has systems in place to use monitoring data and citizen feedback to redesign or adapt services to ensure equity of access, and can demonstrate where this has been done.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There are mechanisms in place for service users to be consulted about service development and delivery.		Service users are consulted effectively before services are developed.		Services are co-produced with service users wherever possible and service users are able to influence changes.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria

Social Value and Collaborative Principles are reflected in the organisations practical service delivery.		Issues such as Social Prescription and Social Value are used to measure outcomes which are not delivered by the organisation.		Initiatives such as Community Asset Transfers and Community Right to Challenge are in evidence as delivered by local communities instead of the local authority.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation is able to analyse and measure whether all sections of the community are able to access services.		Access to and appropriateness of services is monitored regularly by senior leaders and decision makers.		There is evidence of how levels of customer satisfaction with services have improved over time.	
	Key Evidence Against Criteria		Key Evidence Against Criteria		Key Evidence Against Criteria
It is clear who Service users are. Services carry out mapping exercises to identify and review current participation and to highlight gaps.		Senior leaders and decision makers demonstrate that they continuously review and evaluate access to services.		Take up of services is representative of the community in proportions that would be expected.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation collects data about user satisfaction with its services. The mapping and satisfaction data collected is disaggregated by different equality groups or vulnerable communities.		Data about access to services and user satisfaction is used in equality analyses/ equality impacts assessment.		There are examples of how different customers' experiences are analysed and acted upon.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Complaints are disaggregated by protected groups. There are mechanisms in place to enable staff to introduce business improvements.		A scrutiny/ evaluation process of services is in place.		The organisation has taken steps to safeguard the human rights of individuals where these have been threatened.	
Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria		
Appropriate mechanisms are in place to ensure that Human Rights considerations are identified when planning services and that customers and citizens are treated with dignity and respect.		Human Rights issues are understood and considered when delivering services to customers and clients.			
			Key Evidence Against Criteria		
		Human Rights guidance is available for staff and decision makers have up to date knowledge.			

Norkforce Diversity					
Developing		Achieving		Excellent	
15.1	Overall Summary	15.2	Overall Summary	15.3	Overall Summary
he organisation understands its local labour varket, and has mechanisms in place to monitor s workforce against protected characteristics.	monitor the protected characteristics of the Havering resident workforce against the Council workforce. The intention is to build this into Quarterly Workforce Monitoring reports (where data is available).	The organisation can demonstrate movement towards greater diversity in its workforce profile compared with previous years, including increasing the levels of previously under-represented groups at all levels of the organisation.		The organisation actively ensures that the profile of its workforce (including the profile of major providers of commissioned services) broadly reflects the community it serves / local labour market.	
riteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
he organisation is clear about its local labour market.	HR does not currently undertake any analysis of the local labour market. However, the Havering Data Intelligence Hub does publish local labour market data - link: https://www.haveringdata.net	Where there is evidence of disproportionality, action is being taken to reverse the trends.		There are appropriate examples of positive action to improve diversity.	
riteria	Key Evidence Against Criteria	Criteria	Kev Evidence Against Criteria	Criteria	Kev Evidence Against Criteria

It has begun to identify the steps it needs to take to achieve a diverse workforce. These are reflected in recruitment policies and procedures.	The Recruitment Policy includes an Equality and Inclusion Statement (Section 2) and additionally the policy refers to the Disability Confident Scheme that the Council participates in (Section 7). Link: https://intranet.havering.gov.uk/wp- content/uploads/2020/08/Recruitment-and-Selection- Policy-20200706.pdf Our recruitment portal (Fusion) promotes the council as an Equal Opportunities Employer. Havering is a Disability Confident employer	Succession plans and recruitment processes address under-representation.		There is evidence that the workforce profile at all levels broadly matches the local labour market/community profile. This is continually monitored.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The progress of protected groups through the organisational hierarchy is monitored.				There are reasonable explanations for gaps (e.g. the community profile is constantly changing or largely retired population) and what the organisation is doing about it.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Equality mapping data is used as part of the analysis.	N/A - HR does not currently undertake any analysis of the local labour market. (Unclear what the criteria means).	Selection panels are trained in Unconscious Bias. This includes senior recruitment panels where Members are involved.	However, we are currently exploring	arrangements and career pathway initiatives	Flexible working hours and flexible work location policies have existed for a number of years, however take up by protected characteristic is not recorded or monitored.
Criteria	Key Evidence Against Criteria				
Recruitment and selection is monitored at all stages of the process by protected characteristics.	No - not at present. We recognise this is a gap and will be defining a number of reports required from Fusion to enable this to be monitored.				

Inclusive Strategies and Policies								
Developing		Achieving		Excellent				
16.1	Overall Summary	16.2	Overall Summary	16.3	Overall Summary			
		The equality objectives contained within workforce strategies are implemented and monitored.		Prioritised equality outcomes for the whole workforce are being achieved.				
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria			

equality legislation and employment codes of practice.	Yes, see Achieving.	The organisation has a basic set of policies and practices to enhance workforce equality and diversity including reasonable adjustments, equal pay, flexible working and family friendly policies.	Yes, the Council has a comprehensive range of employee policies and procedures, which are developed to always ensure they comply with equality legislation - Link Here https://intranet.havering.gov.uk/huma n-resources/hr-policies-and-guides/. This includes policies that promote equality and diversity, including a specific Equality and Diversity policy, Flexible Working policies and Family Friendly Policies, reasonable adjustments within the sickness absence policy, Disability Confident scheme, etc.	The organisation has an excellent set of policies and procedures in place which are actively promoted to staff from all protected groups and used by managers to promote equality.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation's workforce strategy identifies equality issues.	The People Strategy is current under development.	The equality aspects of the organisation's workforce strategy are being implemented and		Strategic, innovative and holistic approaches have been considered to improve outcomes.	
		tracked.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria
Targets and objectives are based on internal monitoring, staff consultation and the assessment of he local labour market and barriers to employment.	There are not any targets or objectives yet.	When necessary, changes have been made as a result of equality analysis findings.		Staff are involved in developing and monitoring these policies.	
Criteria New/changing employment policies and procedures are	Key Evidence Against Criteria Any change to our employment policy and	Criteria Managers apply policies and practices across the	Key Evidence Against Criteria	Criteria Positive and tangible outcomes have been	Key Evidence Against Criteria
assessed for their impact on people with protected characteristics.	procedures, either through internal review or change in legislation, are always considered from an equalities perspective, however this does not take the form of a formal assessment. Any council restructure is supported by an equalities impact assessment on the affected employees.	authority in a consistent manner for all staff.	and procedures, either through internal review or change in legislation, are always considered from an equalities perspective, however this does not take the form of a formal assessment. Any council restructure is supported by an equalities impact assessment on the affected employees.	delivered as a result of the implementation of a wide range of policies and practices.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
All employment and training related policies are egularly reviewed.	Policies and procedures are reviewed periodically, but not at set regular intervals. The HR policy framework is due to be reviewed and a review cycle will be built in.	Staff are engaged positively in employment and service transformation and in developing new roles and ways of working. Trade unions and partners are involved.	Yes - definitely for redesigning services/borles. The affected staff and trade unions will be consulted on any proposals and their feedback taken into consideration. We are in the process of engaging more widely with colleagues on other developments as a matter of course, e.g. through colleague forums, change champions network, learning sponsors and wellbeing champions.	The organisation compares well with others.	Kau Eul Janas Agalast Coloria
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria
he council is using its workforce data to develop raining and development strategies that can support a	This will be considered within the People Strategy currently under development. An Apprenticeship Strategy is in development and will offer and	The training and development offer supports a wider equalities agenda for the organisation.		Outcomes are communicated to staff with protected characteristics.	

Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
A range of inclusive structures are in place to engage	Yes. Colleague forums, change champions networks,	Training courses and development interventions		The organisation has high satisfaction levels	Check feedback from last wellbeing survey
and involve staff.	via trade unions, learning sponsors, Let's Talk	are meeting the needs of different groups, and are		across all staff groups in respect of staff	
	sessions	making a difference in getting underrepresented		engagement.	
		groups of staff up the leadership ladder.			
				Criteria	Key Evidence Against Criteria
				Training and development strategies are	
				proven to be making a significant difference	
				to the wider equality agenda for employees	
				and for workforce diversity.	

Developing		Achieving		Excellent	
	Overall Summary		Overall Summary		Overall Summary
17.1 <sup>20</sup> ystems are in place to collect and analyse mployment data across a range of practices ecruitment, training, leavers, grievance and isciplinaries etc).	Overall Summary Yes.	Trace The organisation regularly monitors, analyses and publishes employment data in accordance with its statutory duties.	Overall Summary Yes. HR produces a Quarterly Workforce Information Report which includes a comprehensive set of workforce metrics, including headcount, FTE, Full/Part Time, Turnover, Leavers, Equality profile of Leavers, Agency Workers, Tenure of Aws, spend on agency staff, Ethnicity/Gender/Disability and Age profiles of the workforce, sickness absence data, case work data, apprenticeships, etc., both at a corporate and departmental level. HR also produces Monthly Director reports on the workforce of each Directorate including also agency workers, long term sickness absence cases, grievances, conduct and capability cases, case work performance and apprentinceships.	17.3 The authority has a robust and comprehensive set of employment data and uses this to inform its workforce strategy and management practice.	Overall Summary
		o i: - :		<b>A</b> 1	
riteria		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
he organisation reports annually on its Gender Pay ap.	Yes. Link: https://www.havering.gov.uk/downloads/file/2782/hav ering_gender_pay_gap_report	Data on applicants, people shortlisted and the composition of the workforce is systematically collected. This can be disaggregated by the protected characteristics.	No - not at present. We recognise this is a gap and will be defining a number of reports required from Fusion to enable this to be monitored.	Workforce data includes a wide range of information and protected characteristic profiles including pay levels, training opportunities, appraisal ratings.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
People are encouraged to provide data and there are nitiatives in place to increase the disclosure of equality nformation by staff.	Staff are encouraged to disclose this information reguarly via email or intranet prompts. Job applicants are asked to provide this information when they apply for a role with the council.	The organisation's Gender Pay Gap is reducing and it is addressing any race pay gap.		The organisation considers pay gaps across other areas of inequality such as religion and belief/ race- ethnicity/ age, disability etc.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
iversity monitoring information is separated from continuent decisions and held securely.	Yes - applicants diversity information is held	There is evidence that workforce data is analysed and reported to senior leaders regularly.	Yes - a Quarterly Workforce Information Report is provided to the Leadership Team every quarter.	The organisation understand the effects of employment policy and practice on its workforce.	
		o (			
iteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria

GDPR processes are in place and regulations are being met.	Yes. Staff are invited to complete mandatory online training course - Link: https://onesource.learningpool.com/login/index.php#section- 0. Staff can also find information about GDPR on the staff intranet here - Link: https://intranet.havering.gov.uk/new-data- protection-law/.	legal requirements and includes analysis of pay/job evaluation outcomes.		The organisation has sufficient information about staff to inform robust equality analysis.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		There is evidence that the organisation is actively working on reducing its Gender Pay Gap.		The workforce profile is updated regularly.	Yes.
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Action has been taken as a result of monitoring, trends are being identified and used to help establish objectives.			Yes.
				Criteria	Key Evidence Against Criteria
				It is possible to analyse data by all the protected characteristics.	Yes. In line with the data held in Fusion.

Learning and Development					
Developing		Achieving		Excellent	
18.1	Overall Summary	18.2	Overall Summary	18.3	Overall Summary
18.1 The organisation carries out regular assessments of the training and learning and development needs required to ensure its councillors and officers are equipped to understand their equality duites and take action to deliver equality outcomes.		18.2 The organisation provides a range of accessible learning and development opportunities to support councillors and officers in achieving equality objectives and outcomes.	Overall Summary	18.3 Decision makers understand the importance of equality when making decisions and in how they use resources. Services are provided by knowledgeable and well-trained staff who are equipped to meet the diverse needs of local communities.	Overall Summary
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
An assessment has been made as to what equality-	L&OD have recently published a survey to the EDIC	Equality and diversity forms part of the training	Rey Evidence Agailist Criteria	Managers and staff are accountable for	Ney Evidence Against Griteria
related training, learning or development is required.	group to help identify priorities in relation to equqaities related development opportunities.	and development for key decision makers.		ensuring equality outcomes. They can give examples of improved equality outcomes they have contributed to.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Appropriate behavioural competencies have been identified for the workforce.		There is evidence that equality issues are mainstreamed into all training (e.g. training on customer care.	NOT ABLE TO SPEAK FOR ALL TRAINING THE I-Care value and behaviours are used, Havering no longer has a 'traditional' competency framework. Each value has a set of behaviours. For example, under the 'Respect' value one of the behaviours is 'We stand up to discrimination, bullyijng and harassment', https://intranet.havering.gov.uk/about- havering/values/	Good performance is recognised in the appraisal process and more generally.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria

Induction training for new Members includes equality and all Members are offered Equality training.	new employees, There is a range of mandatory e-	Different methods are used to promote learning to a wide audience (e.g. standard courses, coaching, mentoring).		Staff feel their skills have improved and that they are able to relate effectively with a range of clients.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Appraisal processes ensure staff and managers are aware of their equality-related responsibilities and accountabilities.		Management and individual appraisals include specific equality objectives for the service area.		Staff can answer questions about the council's equality priorities.	
				Criteria	Key Evidence Against Criteria
				Feedback from service users in protected groups is positive about the skills of staff in dealing with their issues.	

Health and Wellbeing					
Developing		Achieving		Excellent	
19.1	Overall Summary	19.2	Overall Summary	19.3	Overall Summary
E A A The organisation has begun to consider how it can	The Council has used data (Occupational Health, EAP, Mental Health First Aiders contact and course evaluation) and feedback from initiatives to address Addressing mental health is a key area for the council with the introduction of several initiatives including; Mental Health First Aiders. We have used our Colleague Survey 2019 and our survey (June 2020) at the beginning of the pandemic to address key health and wellbeing issues. We currently have a survey open - Wellbeing, Engagement and Inclusion (Jan 2021)	The organisation promotes the health and well-	The Council has taken an holistic approach to wellbeing, underpinned by our four pillars to wellbeing; Psychological, Physical, Financial and Social. We have a Wellbeing Hub that includes all our wellbeing resources. https://onesourceict.sharepoint.com/ sites/WorkplaceWellbeing657/SitePag es/Havering-Workplace-	There is a positive health and wellbeing culture throughout all levels and areas of the	The Council has good take up and participation in our current wellbeing offer. Engagement levels are good, in particular with our Mental Health awareness training and our Virtual Exercise Programme. We have a Wellbeing Calendar of Events including recognising Public Health and NHS campaigns. We have a Workforce Wellbeing Stering Group with good representation across the Council. We have a network of Health Champions, who compilete the Royal Society of Public Health Lampions, who compilete the Royal Society of Public Health Level 2 Health Improvment assessment. The Health Champions scheme also includes extra modules on Diabetes, Cancer, Nutrition and Exercise. We are currently finalising plans to launch an NHS approval Mental Health App - Thrive in the next week - (Feb 21). Our intention is to roll out a Mental Health and Wellbeing Briefing for People Managers as we acknowledge that line managers play a pivotal role in support of the wellbeing of their teams. This year (2021) we will be putting forward our portfolio to acheive the loaden havelst Werkeney Aurord at Evelowene tunderd
	2021).	being of staff in its workforce and other policies.	Wellbeing.aspx	service.	London Healthy Workplace Award at Excellence standard.
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation uses workforce data and other information from staff to determine what its health and wellbeing priorities are. S	See above.	There is a coherent Health and Wellbeing Strategy that addresses a range of related issues. Criteria	A strategy has been developed and addresses all aspects of wellbeing encompassing our four pillars; Psychological, Physical, Financial and Social Wellbieng. Key Evidence Against Criteria		In light of the pandemic we have had to quickly adapt our offer to deliver our iniatitives in an innovative way. Our 2 day Mental Health First Aid training is now covered virtually over 4 half day sessions. We already had a good exercise programme and adapted this to a virtual exercise programme. We started with a survey to find out what classes and times people wanted. We put together 10 classes a week including deskercise at lunch times 2 days a week and all this is free to staff as well as all sessions being recorded if staff canot make the times. We started a weight management programme, this is managed by a qualifed nutritonist. We held a 'Let's Talk Wellbeing' working collabatively with our Chief Executive and our senior wellbeing sponsor, our Director of Children's Services, including testimonials from staff who has used our wellbeing resources.

The organisation has assessed all aspects of the working environment to ensure that the needs of all its employees are met.	In light of the pandemic an Individual Risk Assessment was developed with Health & Safety and Public Health. This assessment was carried out by line managers for all staff to ensure that all aspects of their working environment met their needs. When the pandemic hit all staff were issued guidance to compilete a DSE and request any equipment they may need wherever they were working. As we went through each lockdown managers reassessed individuals using the tools issued by Health and Safety. This work continues with updates to align with government guidelines.	environment.	In light of the pandemic the workplace working environment has been adjusted to meet all government guidelines. In terms of home working see previous section.	.The organisation has adopted the Social model of disability	The council adheres to elements of the Social Model of Disability: Buildings - all councils buildings are adapted for use by people with a disability in line with legal requirements including ramps for wheelchair access. Preferable parking is available for staff and vistors who have a disability.
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
A range of inclusive mechanisms are in place to engage and involve staff.	Havering has a network of Colleague Forums including: Women, Men, LGBT+, Ability, BAME and Faith. We will be introducing a Young Person/Early Career Forum in the forthcoming months.	Staff are engaged positively in employment and service transformation and in developing new roles and ways of working.	Havering has a Transformation Programme that includes our Smarter Working Team.	There have been significant outcomes in the	We will be using the outcome of our current Wellbeing, Engagement and Inclusion Survey to begin to assess the impact of our wellbeing initiatives. It is our intention to continue to evaluate and gather feedback on our current wellbeing programme.
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Policies and systems are in place to identify, prevent and deal effectively with harassment and bullying at work.	We have a Bullying and Harassment Policy.	Reasonable Adjustments are provided in a timely fashion consistently across the organisation.	complete a Occupational Health (OH) evaluation. This is assessed by our OH provider and if any Reasonable	working environment across all staff groups particularly those with protected characteristics.	Our intention is to identify this through our latest survey that closes on the 26th February 2021.
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation has a policy for Reasonable Adjustments for staff and Members and managers are trained to implement it.		Occupational health works closely with HR to identify and address absence trends.	managed by HR. Quarterly reviews are held to examine the management information. Line Managers and HR	The organisation has high satisfaction levels across all staff groups in respect of staff engagement.	Our intention is to identify this through our latest survey that closes on the 26th February 2021.
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Occupational health services are provided.	We have a full OH and EAP service.	Managers have received training on mental health awareness and say they are equipped to address staff issues.	Mental Health awareness and Mental Health First Aider Training has been available to all staff in the last 2 years. Mental Health awareness has also been delivered in seminars for all staff. We have a Mental Health First Aiders Network were staff can have a confidential 30 minute appointment.	Harassment and bullying at work is dealt with effectively and staff say that they are treated with dignity and respect.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		
The organisation has started to address mental health issues in the workplace	Ney Evidence Against Criteria Mentlal Health iniatitives as a key part of our Workforce Health and Wellbeing Programme.	Harassment and bullying incidents are monitored and analysed regularly.			
		Criteria	Key Evidence Against Criteria		
		Appropriate action is taken to address the issues that have been identified.			

ace Equality - please relate this criteria to your local workplace, service provision and communities you serve. ey Considerations to Test During Self-Assessment, Review and Ongoing Strategy Development. lease indicate local performance, from a race equality, diversity and inclusion perspective.										
Developing	Developing Achieving Excellent									
20.1	Overall Sum	mary	20.2	Overall Summary	20.3	Overall Summary				
The organisation has begun to consider how it can address the key employee race equality, issues, concerns and barriers.			The organisation promotes and practices race equality in its workforce and other policies.		There is a positive and inclusive race equality culture and performance throughout all levels and areas of the service.					
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps					

Secondments Criteria Recognition, pay and reward	Are they transparent, fair, advertised, open and merit based? Criteria Description Is everyone recognized fairly and consistently? Is there unfairness in pay and performance (eg ratings) and reward (eg recognition payments)? Is there an ethnicity pay gap?	Yes - refer to Secondment Policy. Key Evidence Against Developing Ethnicity Pay Gay analysis has yet to be undertaken. Analysis of pay and performance from an equalities aspect also has yet to be undertaken.	LBH has a detailed secondment policy with separate guidance for managers and employees. It provides clear guidance on roles and responsibilities, recruitment and management of secondments. Secondments must be in accordance with the Equality in Employment policy. Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Policies and Best Practice	Is flexible working / work life balance equally offered? are reasonable adjustments consistent and meet individual needs? Are all policies and processes free from discrimination and bias?	Flexible Working is available to all staff to apply, and all requests are seriously considered with refusal only justified for good business reasons. Reasonable Adjustments are always considered and offerred where they are reasonable and within the needs of the business.			
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Recruitment	rs the process equitable and ran? Are there equal internar progression opportunities? Is there bias in recruitment practices? Do applicant and hiring rates reflect local	?			
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Mentoring and Coaching	Is there a culture of mentoring and coaching, accessible and available to all? Are there reverse mentoring opportunities? Can all staff discuss and get development with their line managers? Are there role models?	We are working towards a coaching culture. As part of our continuous performance management cycle managers are guided to coach and discuss development at every 1- f/catch-up meeting. See link to template https://intranet.havering.gov.uk/wp- content/upload/2021/02/12/1-Check-in- Template.docx All colleagues have acces to My Mentor which is a portal for mentees and mentors across London.			
Criteria	Criteria Description		Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Progression	Do BAME staff have long length of service, poor progression, unable to showcase / demonstrate ability and are there unequal access to opportunities. Is there recruitment bias in progression? Are internal pipelines understood?	Analysis of BAME progression, length of service, access to opportunities, etc., has yet to be undertaken.			
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps

Retention	Is there a poor employee experience and what does it look and sound like? Is there poor behaviours, internally and externally and ways to call these out, tackle and resolve these? Is there high BAME turnover re joiners and leavers? Are we representative at all grades?	?			
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Employee Network Groups	Are there effective Network Groups, with clear terms of reference, standard operating procedures, senior sponsors, committees and a clear governance structure and pathways? Do they have an evidenced workplan, a communications plan and act as a constructive and focused forum, providing insight and employee voice to help inform organisational needs.	No.			
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Employee Voice and Speaking Out	Are BAME staff able to speak out, report and surface any workplace issues, in relation to behaviours, decisions, pay and reward, abusive customers Will these be taken seriously. Are there unintended consequences for the victim? Is there a culture of under reporting.	Not Known - this type of analysis has not been undertaken.			
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Culture	Are there in-groups, out-groups, favoritism, bias? Is there low confidence, self-esteem for BAME Staff? Is there an inclusive culture and behaviours? Are there excluding behaviours and what are they ?	Not Known - this type of analysis has not been undertaken.			
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Performance	Are there disparities in objective setting, performance reviews, workplace allocation and performance ratings for BAME staff? Are there less exceeded target ratings for	Not known - We currently do not have a report in Fusion that would provide is with this information. Performance management			
	BAME staff?	reports are currently under development and will include this.			
Criteria		will include this.	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Analost Criteria and Potential Next Steps
Criteria Line Management relationship and practice			Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
	Criteria Description Is line management inclusive? Is there consistent wellbeing support, respect, development opportunities and line management? Can you call out poor behaviours?	will include this. Key Evidence Against Developing Refer to 1-1 / check-in template which encourages these types of conversations - https://intranet.havering.gov.uk/wp- content/upload/2021/02/12-1-check-in-	Key Evidence Against Achieving Key Evidence Against Achieving	Key Evidence Against Excellent Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps Summary Against Criteria and Potential Next Steps
Line Management relationship and practice Criteria Workplace practices	Criteria Description Is line management inclusive? Is there consistent wellbeing support, respect, development opportunities and line management? Can you call out poor behaviours to line managers, who will help you to resolve them? Criteria Description Are all processes, procedures and practices consistent, of high quality with no adverse impacts on BAME staff. Are BAME staff given unfavourable work allocation, shift patterns, hazardous work?	will include this. Key Evidence Against Developing Refer to 1-1 / check-in template which encourages these types of conversations - https://intranet.havering.gov.uk/wp- content/uploads/2021/02/121-Check-in- Template.docx Key Evidence Against Developing Not Known - this type of analysis has not been undertaken.	Key Evidence Against Achieving	Key Evidence Against Excellent	
Line Management relationship and practice Criteria	Criteria Description Is line management inclusive? Is there consistent wellbeing support, respect, development opportunities and line management? Can you call out poor behaviours to line managers, who will help you to resolve them? Criteria Description Are all processes, procedures and practices consistent, of high quality with no adverse impacts on BAME staff. Are BAME staff ven unfavourable work allocation, shift	will include this.  Key Evidence Against Developing  Refer to 1-1 / check-in template which encourages these types of conversations - https:/intranct.havering.gov.uk/wp- content/uploads/2021/02/121-Check-in- Template.docx  Key Evidence Against Developing Not Known - this type of analysis has not been undertaken.  Key Evidence Against Developing			
Line Management relationship and practice Criteria Workplace practices	Criteria Description Is line management inclusive? Is there consistent wellbeing support, respect, development opportunities and line management? Can you call out poor behaviours to line managers, who will help you to resolve them? Criteria Description Are all processes, procedures and practices consistent, of high quality with no adverse impacts on BAME staff. Are BAME staff given unfavourable work allocation, shift patterns, hazardous work?	will include this.  Key Evidence Against Developing  Refer to 1-1 / check-in template which encourages these types of conversations - https://intranet.havering.gov.uk/wp- content/uploads/2021/02/121-Check-in- Template.docx  Key Evidence Against Developing Not Known - this type of analysis has not been undertaken.  Key Evidence Against Developing Not Known - this type of analysis has not been undertaken, however we are looking to incorporate an equalities analysis of employee relations case work in future monitoring	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps

Development opportunities	Is there consistent and fair opportunities to learning and development opportunities for non-mandatory courses, local opportunities, shadowing, projects, daily tasks? Are development plans supportively discussed and recorded during performance reviews?	Learning and development has been devolved to services areas. This would be managed locally in services. Any corporate development opportunities offered are offered in a consistent and fiar manner. Development is discussed and recorded in Fusion or off-line on 1-1 / check in documents.			
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Impact Assessments	Is there an effective work practice of timely and meaningful Equality and Health Impact Assessments and do they fully consider, consuit and improve outcomes for BAME employees, service users and communities. Are managers skilled in delivering these and leaders skilled in reviewing these? I she political leadership skilled and adept at understanding EDI implications and mitigation decisions?	?			
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Governance	Is there clear Governance structures, EDI sponsors and local leads and measures? How do we actively monitor need, progress and impact? Are we aware of our drivers (internal, external, legal, Public Authority, regulatory, GLA, London Councils). Are all individual responsibilities clearly understood and delivered?	?			
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Leadership	Is the leadership pro-actively engaged in the EDI Agenda. Is the leadership actively anti-racist. Does the leadership create active leadership listening opportunities? Does the leadership attend Inclusive Leadership development? Do Leaders have EDI performance targets, measures, with leadership development on how to deliver against these? Do our leadership and managers have the cultural intelligence to manage and support a diverse workforce?	?			
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Data and Reporting	Are there dashboards, scorecards, inclusion index, recruitment data, staff survey data, effective reporting, service users data and integrated People Plans? Do these show a clear BAME analysis and harrative? Are these circulated and do managers have the skills to interpret and respond by changing employment practice and service provision? Is the Ethnicity Pay Gap a potential analysis to conduct.	Yes. HR produces a Quarterly Workforce Information Report which includes a comprehensive set of workforce metrics, including headcount, FTE, Full/Part Time, Turnover, Leavers, Equality profile of Leavers, Agency Workers, Tenure of Aws, spend on agency staff, Ethnicity/Gender/Disability and Age profiles of the workforce, sickness absence data, case work data, apprenticeships, etc., both at a corporate and departmental level. HR also produces Monthly Director reports on the workforce of each Directorate including also agency workers, long term sickness absence cases, grievances, conduct and capability cases, case work performance and apprentinceships.			
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Criteria Frontline Employee Experience Criteria	Are there differential and adverse experiences of BAME staff, due to their background? Are these reported and responded to by the organisation? Is the required support provided? Are services designed to protect and safeguard staff?	?			Summary Against Criteria and Potential Next Steps Summary Against Criteria and Potential Next Steps

•	community Relationships	What is the Council's reputation as an employer of choice? Are there tensions in the community between different groups? Does the Council understand the demographic diversity and needs of different customer, service users and community groups? How does the Council understand this and use this intelligence to design and deliver inclusive and accessible services, safeguarding staff?	?			
Г		Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
		Inclusion (issues not people) – Are issues/concerns pertinent to race proactively included/welcomed from the outset without resistance (and without having to be proposed by BAME staff)?	?			
		Perceptions (of none BAME staff) – From the perspective of non-BAME staff, how proactive is Havering Council in dealing with issues of race/racism and how well does it deliver on these issues?	?			
		Perceptions (of BAME staff) – From the perspective of BAME staff, how proactive is Havering Council in dealing with issues of race/racism and how well does it deliver on these issues?				
	ttitudes, perceptions, values and beliefs and ystemic race inequality	Perceptions (by BAME staff) – From the perspective of BAME staff, how proactive is Havering Council in dealing with issues of race/racism and how well does it deliver on these issues?				
		Attitudes (of non-BAME staff) – To what extent do non- BAME staff, across all grades, understand the impacts of race inequality in Britain, the impact it has on BAME citizens and their role in becoming anti-racist?	?			
		What is the visible leadership, HR and Trade Union's commitment and practices, in tackling issues around race inequality?	?			
		Systemic Racism – How well is racism (local, national and global) recognised and understood, in particular the effect it have on issues / decisions and behaviours within the borough and the council?	?			

## Race, Equality, Accessibility, Diversity and Inclusion (READI) - Service Evidence Capture Self-Assessment

Directorate : and Course Stratest	o Drocuromont		Convice Name /c - Strateis Dura	vom ont Unit		
			Service Name /s : Stratgic Procurement Unit			
Nominated Lead : REDACTED						
There are 4 thematic areas to provide evid - specific, service related examples of polic - then, identify areas of improvement, chal - work across each standard and leave blar - once complete, fill in the overall summar Please contact <b>REDACTED</b> @havering.gov.	h will automatically update. It is divided into s lence for (please note the additional Race Equali ies, procedures and practice that have positive llenges and barriers to more inclusive service pr nk, if no evidence exists or state in progress, if th y of performance, in each section uk (EDI and Race Relations Consultant) if you ne and Working with your Communities	ity Section in Theme 4). Please or impacts and outcomes for diverse ovision, workplaces and commun is is planned	nly fill in the most relevant sections. Startine groups	-	3" put in :	
Collecting and Sharing Information						
Developing		Achieving		Excellent		
1.1	Overall Summary	1.2	Overall Summary	1.3	Overall Summary	
The organisation has gathered and published information and data on the profile of its communities and the extent of inequality and disadvantage. Plans are in place to collect, share and use equality information with partners.		Relevant, proportionate and appropriate information about the local communities and their protected characteristics is being gathered. Information is shared across the organisation and with partners		A comprehensive set of information about local communities/protected characteristics needs and outcomes is regularly updated and published and used to identify priorities for the local area		
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	
The organisation is clear about what sources of information (both local and national) are relevant and useful.		Information is disaggregated and analysed on the basis of different communities, including those sharing protected characteristics.		The Council is working with partners to continuously develop new and innovative data sharing platforms.		
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	
The organisation knows what information is already being collected – internally and by its partners, including voluntary and community sector stakeholders?		Quantitative and qualitative research methods are used to gather data and information.		The organisation has a sophisticated understanding of the difference between the equality profile of their local area and how that translates to inequalities for different groups.		
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	
Some information and data has been gathered and published.		National and regional data is used and analysed.		Changing needs are identified and prioritised across a wide range of services and outcomes by, for example, referring to the Equality and Human Rights Commission's Equality Measurement Framework.		
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	
The organisation is working with its partners to ensure information is shared effectively.		Information from ward councillors is gathered in a systematic way.		Data is regularly updated and used to set priorities across the organisation and in different services, by geographical area and by protected characteristic.		
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	
Partners ensure efficient collection of data that avoids duplication.		Data is easily accessed, shared and used by departments across the organisation.		There is evidence of a continuous improvement of the quality of the data.		
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	
The authority is compliant with GDPR legislation in its collection, analysis storage and use of data and information		The organisation is working with partners to address identified gaps in information. Data is disaggregated using the same or similar categories.		The organisation is working with partners to ensure that changing needs are identified and met.		
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	

	Information is being shared to identify and measure equality gaps and to inform outcomes for the area.		Voluntary and community sector partners/health colleagues and stakeholders access and use the information.	
	Criteria	Key Evidence Against Criteria		
	There are robust and effective protocols in place for sharing information between partners and to ensure data protection			
	Criteria	Key Evidence Against Criteria		
	Information is being captured about health inequality.			

Analysing and using data and inform	nation				
Developing		Achieving		Excellent	
2.1 ystems are being developed to analyse soft and ard data/intelligence about communities, their eeds and aspirations.	Overall Summary	2.2 Information and data is disaggregated and analysed to support the assessment of local need, impacts of changes to services and priorities.	Overall Summary	2.3 Up to date and comprehensive equality data is used regularly to plan and assess impacts of decisions.	Overall Summary
riteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation is developing and improving systems for collating and analysing the different tets of data being collected.		Data is used to inform the setting of relevant equality objectives, and these are regularly monitored.		The organisation and its partners are using data in the most innovative ways such as predictive analytics to target service interventions	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Information is collected by front-line staff or key decision makers and taken account of.		Data is used in service planning, commissioning and decision making.		Data is being used to predict and measure demand for services	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria
The authority is compliant with GDPR legislation, analysis and use of data and information		Data is continuously gathered and analysed.		Achievement of outcomes are measured and there is evidence of gaps being narrowed.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Information is disaggregated in a meaningful way, by relevant protected characteristic and other factors (such as deprivation or rurality) and analysed on a regular basis. Information is used to identify and prioritise on the basis of need.		Performance is monitored against equality objectives and outcomes including procured and commissioned services, and with key partners and other stakeholders.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Information and data is used effectively as part of impact assessment/ risk assessment and giving due regard to the public sector equality duty.		Equality outcomes for commissioned and procured services are monitored and reported on.	

Effective Community Engagement	Effective Community Engagement										
Developing		Achieving		Excellent							
3.1	Overall Summary	3.2	Overall Summary	3.3	Overall Summary						

Inclusive community engagement structures are being developed throughout the organisation. There are opportunities for communities to be involved in decision making. Criteria The organisation has an engagement strategy. It is clear about different levels of engagement (i.e.	Key Evidence Against Criteria	Engagement mechanisms and structures are in place to involve equality stakeholders and scrutinise service delivery, decision-making and progress. The organisation engages with all its communities when making decisions, including those with protected characteristics. Criteria People from protected groups are encouraged and enabled to	Key Evidence Against Criteria	Formal and informal interactions takes place between the organisation and its diverse communities from across the protected groups are actively participating in and influencing decision making.	Key Evidence Against Criteria
informing, consulting, participating, co- producing) and when these are appropriate.		participate in decision making.		are made to meet specific or individual needs.	
Criteria Engagement structures are in place	Key Evidence Against Criteria	Criteria A range of engagement methodologies are used.	Key Evidence Against Criteria	Vulnerable people/ communities are participating including the hardest to reach in the community.	Key Evidence Against Criteria
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There are opportunities for protected groups to be engaged with decision making.'		Priorities have been changed as a result of engagement with a clear and demonstrable evidence basis.		There is evidence that mainstream engagement mechanisms are increasingly involving previously under-represented groups.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation can evidence examples of these opportunities.		The organisation and partners engage collectively/share information and results of engagement activities to ensure that particular groups are not being over consulted with.		Communities are encouraged or supported to influence or make decisions.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Charad an approximate structure of a path in the second structure of the secon					
Shared engagement structures/mechanisms are in development with partners.		There is an increase in the involvement of underrepresented groups.		Staff and stakeholders are able to describe levels of influence within the community and changes made as a result.	
in development with partners. Criteria	Key Evidence Against Criteria	involvement of underrepresented groups.	Key Evidence Against Criteria	levels of influence within the community and changes made as a result. Criteria	Key Evidence Against Criteria
in development with partners.	Key Evidence Against Criteria	involvement of underrepresented groups. Criteria Engagement with the community and voluntary sector and the wider community effectively inform decisions.		levels of influence within the community and changes made as a result. Criteria Key decision makers are involved in the engagement process.	
in development with partners. Criteria There are some shared engagement activities	Key Evidence Against Criteria	involvement of underrepresented groups. Criteria Engagement with the community and voluntary sector and the wider community effectively inform decisions. Criteria	Key Evidence Against Criteria Key Evidence Against Criteria	levels of influence within the community and changes made as a result. Criteria Key decision makers are involved in the engagement process. Criteria	Key Evidence Against Criteria Key Evidence Against Criteria
in development with partners. Criteria There are some shared engagement activities	Key Evidence Against Criteria	involvement of underrepresented groups. Criteria Engagement with the community and voluntary sector and the wider community effectively inform decisions.		levels of influence within the community and changes made as a result. Criteria Key decision makers are involved in the engagement process.	
in development with partners. Criteria There are some shared engagement activities	Key Evidence Against Criteria	involvement of underrepresented groups. Criteria Engagement with the community and voluntary sector and the wider community effectively inform decisions. Criteria There are processes and plans throughout the organisation and with partners to increase stakeholder and voluntary and community sector involvement in informing prio	Key Evidence Against Criteria	levels of influence within the community and changes made as a result. Criteria Key decision makers are involved in the engagement process. Criteria There is evidence of partnership arrangements leading to improved outcomes in participation.	Key Evidence Against Criteria
in development with partners. Criteria There are some shared engagement activities	Key Evidence Against Criteria	involvement of underrepresented groups. Criteria Engagement with the community and voluntary sector and the wider community effectively inform decisions. Criteria There are processes and plans throughout the organisation and with partners to increase stakeholder and voluntary and community sector		levels of influence within the community and changes made as a result. Criteria Key decision makers are involved in the engagement process. Criteria There is evidence of partnership arrangements leading to improved outcomes in participation.	
in development with partners. Criteria There are some shared engagement activities	Key Evidence Against Criteria	involvement of underrepresented groups. Criteria Engagement with the community and voluntary sector and the wider community effectively inform decisions. Criteria There are processes and plans throughout the organisation and with partners to increase stakeholder and voluntary and community sector involvement in informing prio Criteria increase stakeholder and voluntary and community sector involvement	Key Evidence Against Criteria	levels of influence within the community and changes made as a result. Criteria Key decision makers are involved in the engagement process. Criteria There is evidence of partnership arrangements leading to improved outcomes in participation. Criteria Criteria Partners are open to challenge and	Key Evidence Against Criteria

Fostering good community relations									
Developing	Developing Achieving Excellent								
4.1	4.1 Overall Summary 4.2 Overall Summary 4.3 Overall Summary								

Structures are in place within the organisation and across partnerships to understand community relationships and map community tensions.		The organisation and its partners have a strong understanding of the quality of relations between different communities and collectively monitor relations and tensions. The organisation and its partners are actively engaged in planning and delivering activities that foster good relations.		The organisation takes a sophisticated approach to fostering good relations which has resulted in measurable improvements in relationships between diverse communities	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There are joint partnerships responsible for monitoring community tensions.		Harassment and hate crimes are monitored and analysed regularly		Information is available to show there has been an improvement in community relations.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The Community Safety Strategy addresses the issue of community cohesiveness		Appropriate action is taken to address the issues that have been identified.		The organisation works with others to improve performance on good relations between diverse communities.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Council leaflets/ posters/ communications/ events promote positive relations.		Members play a role in monitoring community relations and reporting intelligence		The Council's leaders maintain a high profile on community relations. The Council makes use of Members' links with different communities depending on circumstances.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Data is available, and is it disaggregated to cover the protected characteristics.		The Council plays a leading role in bringing the partners and the community together if there are serious incidents of hate crime.	
	1	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Data is regularly analysed and acted upon.		There is obvious and demonstrable cross- over between equality, diversity and community cohesion.	
			Key Evidence Against Criteria		
		Stakeholders and communities are involved in the monitoring.			

Developing		Achieving		Excellent	
6.1	Overall Summary	6.2	Overall Summary	6.3	Overall Summary
The organisation has a clear understanding of he level of participation in public life by different communities/protected characteristics. This can nelude involvement in local democracy and representation e.g. school governors, councillors, oard members of voluntary/statutory sector organisations.		Local people are encouraged to participate in public life or in other activities where they are under- represented. The Council uses a range of different methods and it is able to innovate and find new ways to extend participation in certain communities.		There is an improvement in the participation rates of under-represented groups in public life. The organisation can demonstrate that people across a range of protected characteristics are able to influence decisions	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
nformation/data is gathered about the extent of nvolvement in public life		The organisation actively informs and involves local people, including under represented groups, in opportunities for public participation.		There is evidence that improvements have been achieved.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Outreach work or public campaigning has been undertaken to increase levels of participation by protected groups.		More people from under-represented groups are participating across a wider range of activities.	
			1	Criteria	Key Evidence Against Criteria
				Decision makers are from a wider range of backgrounds.	

Leadership							
Developing		Achieving		Excellent			
7.1	Overall Summary	7.2	Overall Summary	7.3	Overall Summary		
he political and executive leadership have		Political and executive leaders	· · · · · · · · · · · · · · · · · · ·	Leaders have gained a reputation within the			
ublically committed to reducing inequality,		demonstrate personal knowledge		community and with all of its partners for			
ostering good relations and challenging		and understanding of local		championing equality, balancing competing			
liscrimination.				interests and fostering good relations.			
iisciinniauon.		communities and continue to show		interests and rostering good relations.			
		commitment to reducing inequality.					
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		
Senior leaders in the organisation have stated		Senior leaders can demonstrate		The organisation is able to show that even			
heir commitment to a diverse workforce and		their commitment to equality in		when making difficult decisions it continues to			
have made clear what is expected from staff		decision making and how this		demonstrate a clearly articulated and			
when delivering services to the community		informs the way the organisation		meaningful commitment to equality.			
		responds to challenges					
		····					
riteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		
eadership on equality is demonstrated in a way		Senior leaders demonstrate		Senior leaders have and own clear knowledge			
hat is recognised and understood by the		knowledge and commitment to	1	of local equality priorities and how and why			
organisation and local communities.		equality issues. They 'walk the talk'		they are being addressed.			
-				e e			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		
Leaders have publicly committed to improving		There is evidence that equality		Senior leaders act as ambassadors for the			
equality in their area.		considerations inform their decision		equality agenda.			
		making.					
Criteria The organisation has established and publicised	Key Evidence Against Criteria	Criteria Senior leaders understand the value	Key Evidence Against Criteria	Criteria Senior leaders personally challenge	Key Evidence Against Criteria		
a strong business case for its equality work.		and impact good communications		inequalities and drive an improvement			
		can have and ensure that		agenda.			
		publications, websites and other					
		communications channels are as					
		diverse as possible					
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		
he organisation regularly communicates its		The organisation promotes a		Staff, the community or the voluntary and			
commitment to promoting equality to staff and		positive narrative around equality	1	community sector can offer good examples of			
he community		and good relations across the whole		how effective communication and			
ino oonintumey			1				
		community	1	engagement with the Council has enabled the			
				organisation to prevent or manage tensions			
				between different equality groups.			
		1	1				
riteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		
here is evidence that publications reflect the		There are examples of where the		The organisation plays a role in ensuring that			
rganisation's commitment to equality and		organisation and its partners have	1	all stakeholders collectively manage the			
ostering good relations.		had to take unpopular decisions but		conflicting needs of their communities.			
good rolationo.		still managed to keep local	1	connecting neede of their communities.			
		communities on board.					
		communities on board.					
		Criteria	Key Evidence Against Criteria				
		The organisation has taken steps to					
		The organisation has taken steps to counter negative stereotypes or dispel myths.					

Priorities and Partnership Working							
Developing		Achieving		Excellent			
8.1	Overall Summary	8.2	Overall Summary	8.3	Overall Summary		

Partnership working arrangements are being reviewed with the voluntary and community sector and the wider community to ensure that local equality priorities are addressed		There is a coherent, shared vision of equality for the local area, with clear priorities which have been agreed and understood by all key stakeholders, including the voluntary and community sector.		The organisation can demonstrate success in working with partners in the public, private, community and voluntary sectors to address equality priorities, which are reviewed on a regular basis.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Corporate and partnership documents capture the commitment of the organisation and partners to equality.		There are shared equality priorities, objectives and outcomes for the local area which are understood and acted on at all levels within the organisation.		Staff, the community or the voluntary and community sector give good examples of improved outcomes/ reduced inequality/ improvements in health inequality.	
	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Equality objectives are reflected in local strategic		There is a clear shared vision for the		Review mechanisms are in place.	
planning.		area.			
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		The organisation and its partners monitor, review and evaluate performance against equality priorities, including inequality and health inequality.		There is evidence that cross-organisational learning is taking place.	
			Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		The results of these activities contribute directly to the development of the organisation's objectives.		The community and voluntary sector say that they are treated as equal partners by the Council.	

	and Decision Making	Achieving		E	
Developing				Excellent	
9.1	Overall Summary	9.2	Overall Summary	9.3	Overall Summary
Due regard is taken to the aims of the general equality duty when making decisions and when setting policies.		Equality analysis/ impact assessment is integrated systematically into planning and		The organisation can demonstrate that improvements in equality outcomes are being delivered as a result of effective equality	
setting policies.		decision making across the organisation.		analysis/ impact assessment, and that negative impacts have been mitigated.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation has an agreed approach to conducting equality analysis/ impact assessment of policy and service decisions.		There is senior level commitment to using and understanding equality analysis/ impact assessment to inform planning and decision making.		The organisation can demonstrate how equality analysis/ impact assessment has been used to identify needs and improve outcomes/ reduce inequality.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Training and support on equality analysis/ impact assessment is available.		The organisation's assessments are accessible, robust and meaningful.		The organisation can provide evidence of how or where equality analysis/ impact assessment has informed decision-making and led to different, tailored services that have improved outcomes.	
Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Impact assessments take account of the views of		There is evidence that Members		The organisation captures information about	
those affected by the policy or decision.		routinely take account of equality analysis/ impact assessment when making decisions.		what budget/service cuts mean to people's lives.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		

There is a process for ensuring that equality impact assessments are sufficiently robust.	Decisions around budget cuts and savings have taken account of cumulative impact.		
	Criteria	Key Evidence Against Criteria	
	The findings, recommendations and conclusions are shared effectively to inform decisions and planning.		
	Criteria	Key Evidence Against Criteria	
	Mitigating actions are identified where appropriate.		

Equality Objectives and Annual Rep	porting				
Developing		Achieving		Excellent	
10.1	Overall Summary	10.2	Overall Summary	10.3	Overall Summary
Equality objectives for the organisation have been set and published in accordance with the requirements to support the public sector Equality Duty.		Specific and measurable equality objectives have been integrated into organisational strategies and plans and action is being taken to achieve them. Outcomes are measured and monitored regularly by senior leaders.		The organisation can demonstrate a clear link between meeting their equality objectives and positive outcomes for its communities.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The specific duty to publish equality objectives has been met.		Equality objectives are integrated into organisational strategies and plans.		There is evidence that equality objectives have led to improved outcomes for people with protected characteristics.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Objectives are underpinned by robust equality analysis.		There is evidence of a link between equality objectives, business planning and performance management.		Actions to achieve priority outcomes are reviewed and regularly updated.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Objectives are SMART(Specific, Measurable Realistic, Achievable and Timely).		Progress is regularly monitored and reviewed.		Steps are taken if deficiencies are identified.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Members are kept informed of progress against equality objectives.		Stakeholders and staff are involved in the monitoring of objectives.	
				Criteria	Key Evidence Against Criteria
				An Annual Equality report is published and shared.	

erformance Monitoring and Scrutiny								
Developing		Achieving		Excellent				
11.1	Overall Summary	11.2	Overall Summary	11.3	Overall Summary			
Appropriate structures are in place to ensure delivery and review of equality objectives.		The setting and monitoring of equality objectives is subject to challenge, including through any organisational bodies or groups and the political Overview and Scrutiny process.		The organisation uses the scrutiny process as a driver for change. The organisation benchmarks its achievements against comparable others and shares its experience in developing good practice.				
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria			
There is an appropriate and accountable leadership group/ board/ forum who have responsibility for the equality agenda.		The Overview and Scrutiny function is used to scrutinise and challenge equality analysis / impact assessment objective setting and monitoring.		The organisation assesses its performance and outcomes against comparable organisations.				
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria			

There are resources for supporting equality work.	The public are enabled to monitor progress		Review mechanisms are in place.	
	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
	Progress and responses are reported regularly to the leadership of the organisation.		Some outcomes and priorities have changed as a result of Scrutiny review.	
			Criteria	Key Evidence Against Criteria
			The organisation is approached on a regular basis to provide examples of, or showcase good practice.	

Commissioning and Procuring Serv	rices				
Developing		Achieving		Excellent	
12.1	Overall Summary	12.2	Overall Summary	12.3	Overall Summary
he organisation ensures that procurement and		Mechanisms are in place to ensure		The organisation can demonstrate that	
ommissioning processes and practice take		that equality standards are		commissioned/ procured services are helping	
ccount of the diverse needs of clients, and that		embedded throughout the		it achieve its equality priorities.	
roviders understand the requirements of the		procurement cycle.			
ublic sector Equality Duty.					
riteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
uidance is available for suppliers on the		The organisation considers how the		There is evidence that contracts are being	
quality requirements for the procurement and		public pound is spent in regards to		monitored using quantitative and qualitative	
ommissioning process.		local procurement and influence on		analysis. The results are considered by both	
51		the local economy.		the supplier and client.	
riteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
here are standard equality clauses for		Specifications take account of the		There is evidence of providers meeting the	
ontracts.		different needs of users, for		organisations equality objectives.	
		example through equality analysis/		3	
		impact assessments.			
			Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Monitoring requirements are built		Providers understand and can articulate a	
		into contracts to ensure equality		commitment to equality.	
		issues are addressed.		communent to equality.	
		issues are addressed.			
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		The organisation has an established		The organisation achieves considerable social	
		Social Value Framework. The Social		value from Its contracts	
		value of contracts is measured.			
			Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		The performance of sub- contracting		Local procurement is positively influencing	
		arrangements is measured.		the local economy	
				-	

ntegration of equality objectives into service planning								
Developing		Achieving		Excellent				
13.1	Overall Summary	13.2	Overall Summary	13.3	Overall Summary			
Structures are in place to ensure equality outcomes are integrated into business objectives.		Equality objectives are integrated into service plans across the organisation, with progress towards them performance managed by key decision makers.		The organisation can demonstrate that improvements and equality outcomes are being delivered across the business.				
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria			

Service plans are monitored regularly to ensure that equality objectives are being met.		Objectives address inequality and equality gaps.		Service Plans are designed and written with equality objectives in mind.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Equality analysis is fed into planning and assessment of service plans.		The needs of protected groups are taken account of.		Business plans review past performance, demonstrate how past objectives have been achieved, review performance and set new objectives.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria
Customer care policies highlight the needs of protected groups.		Service users have opportunities to comment on how services are planned.		Gaps have been identified in terms of who may not be using the service and why. Action has been taken to change services in response.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Objectives have specific timescales.		There is evidence of improved or improving outcomes, disaggregated where appropriate to demonstrate the effects on different communities/ protected groups.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Resource implications have been properly assessed.		There is evidence that Services are being co- produced with service users.	
			Key Evidence Against Criteria		
		Key decision makers demonstrate that they continuously monitor, review and evaluate performance for equality objectives.			
		Criteria	Key Evidence Against Criteria		
		Equality integrated into the performance management.			

Service Delivery	ervice Delivery							
Developing		Achieving		Excellent				
14.1	Overall Summary	14.2	Overall Summary	14.3	Overall Summary			
The organisation has systems to collect, analyse and measure how satisfied all sections of the community are with services.		There is evidence that services are meeting the needs of a diverse community, and that take up of services is representative of the wider community.		The organisation has systems in place to use monitoring data and citizen feedback to redesign or adapt services to ensure equity of access, and can demonstrate where this has been done.				
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria			
There are mechanisms in place for service users to be consulted about service development and delivery.		Service users are consulted effectively before services are developed.		Services are co-produced with service users wherever possible and service users are able to influence changes.				
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria			
Social Value and Collaborative Principles are reflected in the organisations practical service delivery.		Issues such as Social Prescription and Social Value are used to measure outcomes which are not delivered by the organisation.		Initiatives such as Community Asset Transfers and Community Right to Challenge are in evidence as delivered by local communities instead of the local authority.				
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria			

The organisation is able to analyse and measure whether all sections of the community are able to access services.		Access to and appropriateness of services is monitored regularly by senior leaders and decision makers.		There is evidence of how levels of customer satisfaction with services have improved over time.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
It is clear who Service users are. Services carry out mapping exercises to identify and review current participation and to highlight gaps.		Senior leaders and decision makers demonstrate that they continuously review and evaluate access to services.		Take up of services is representative of the community in proportions that would be expected.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation collects data about user satisfaction with its services. The mapping and satisfaction data collected is disaggregated by different equality groups or vulnerable communities.		Data about access to services and user satisfaction is used in equality analyses/ equality impacts assessment.		There are examples of how different customers' experiences are analysed and acted upon.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Complaints are disaggregated by protected groups. There are mechanisms in place to enable staff to introduce business improvements.		A scrutiny/ evaluation process of services is in place.		The organisation has taken steps to safeguard the human rights of individuals where these have been threatened.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		
Appropriate mechanisms are in place to ensure that Human Rights considerations are identified when planning services and that customers and citizens are treated with dignity and respect.		Human Rights issues are understood and considered when delivering services to customers and clients.			
		Criteria	Kev Evidence Against Criteria		
		Human Rights guidance is available for staff and decision makers have up to date knowledge.			

THEMATIC AREA 4 - Diverse and En	HEMATIC AREA 4 - Diverse and Engaged Workforce								
Vorkforce Diversity									
Developing		Achieving		Excellent					
15.1	Overall Summary	15.2	Overall Summary	15.3	Overall Summary				
The organisation understands its local labour market, and has mechanisms in place to monitor its workforce against protected characteristics.		The organisation can demonstrate movement towards greater diversity in its workforce profile compared with previous years, including increasing the levels of previously under-represented groups at all levels of the organisation.		The organisation actively ensures that the profile of its workforce (including the profile of major providers of commissioned services) broadly reflects the community it serves / local labour market.					
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria				
The organisation is clear about its local labour market.		Where there is evidence of disproportionality, action is being taken to reverse the trends.		There are appropriate examples of positive action to improve diversity.					
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria				
It has begun to identify the steps it needs to take to achieve a diverse workforce. These are reflected in recruitment policies and procedures.		Succession plans and recruitment processes address under- representation.		There is evidence that the workforce profile at all levels broadly matches the local labour market/community profile. This is continually monitored.					
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria				

The progress of protected groups through the organisational hierarchy is monitored.		Specific and measureable employment targets been set to improve workforce diversity.		There are reasonable explanations for gaps (e.g. the community profile is constantly changing or largely retired population) and what the organisation is doing about it.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Equality mapping data is used as part of the analysis.		Selection panels are trained in Unconscious Bias. This includes senior recruitment panels where Members are involved.		Good use is made of flexible working arrangements and career pathway initiatives to address potential barriers and under representation.	
Criteria	Key Evidence Against Criteria				
Recruitment and selection is monitored at all stages of the process by protected characteristics.					

Inclusive Strategies and Policies					
Developing		Achieving		Excellent	
16.1	Overall Summary	16.2	Overall Summary	16.3	Overall Summary
The organisation's workforce strategies and		The equality objectives contained	i i	Prioritised equality outcomes for the whole	
policies include equality considerations and		within workforce strategies are		workforce are being achieved.	
objectives.		implemented and monitored.		5	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
All employment policies and procedures comply		The organisation has a basic set of		The organisation has an excellent set of	
with equality legislation and employment codes		policies and practices to enhance		policies and procedures in place which are	
of practice.		workforce equality and diversity		actively promoted to staff from all protected	
		including reasonable adjustments,		groups and used by managers to promote	
		equal pay, flexible working and		equality.	
		family friendly policies.		oquany.	
		lanny monary ponoioo.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation's workforce strategy identifies		The equality aspects of the		Strategic, innovative and holistic approaches	
equality issues.		organisation's workforce strategy are		have been considered to improve outcomes.	
		being implemented and tracked.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Targets and objectives are based on internal		When necessary, changes have		Staff are involved in developing and	
monitoring, staff consultation and the		been made as a result of equality		monitoring these policies.	
assessment of the local labour market and		analysis findings.			
barriers to employment.					
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
New/changing employment policies and		Managers apply policies and		Positive and tangible outcomes have been	
procedures are assessed for their impact on		practices across the authority in a		delivered as a result of the implementation of	
people with protected characteristics.		consistent manner for all staff.		a wide range of policies and practices.	
				3. 1	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
All employment and training related policies are		Staff are engaged positively in		The organisation compares well with others.	
regularly reviewed.		employment and service			
		transformation and in developing			
		new roles and ways of working.			
		Trade unions and partners are			
		involved.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The council is using its workforce data to develop		The training and development offer		Outcomes are communicated to staff with	
raining and development strategies that can		supports a wider equalities agenda		protected characteristics.	
support a wider equalities agenda for employees.		for the organisation.			
Critoria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Criteria	Rey Evidence Against Unteria	Gillend	Rey Evidence Against Uniteria	Unterna	Rey Evidence Against Uniteria

A range of inclusive structures are in place to engage and involve staff.	Training courses and development interventions are meeting the needs of different groups, and are making a difference in getting underrepresented groups of staff up the leadership ladder.	The organisation has high satisfaction levels across all staff groups in respect of staff engagement.	
		Criteria	Key Evidence Against Criteria
		Training and development strategies are proven to be making a significant difference to the wider equality agenda for employees and for workforce diversity.	

Collecting, Analysing and Publishin	g Workforce Data				
Developing	5 · · · · · · · · · · · · · · · ·	Achieving		Excellent	
17.1	Overall Summary	17.2	Overall Summary	17.3	Overall Summary
Systems are in place to collect and analyse employment data across a range of practices (recruitment, training, leavers, grievance and disciplinaries etc).		The organisation regularly monitors, analyses and publishes employment data in accordance with its statutory duties.		The authority has a robust and comprehensive set of employment data and uses this to inform its workforce strategy and management practice.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation reports annually on its Gender Pay Gap.		Data on applicants, people shortlisted and the composition of the workforce is systematically collected. This can be disaggregated by the protected characteristics.		Workforce data includes a wide range of information and protected characteristic profiles including pay levels, training opportunities, appraisal ratings.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
People are encouraged to provide data and there are initiatives in place to increase the disclosure of equality information by staff.	rey Evidence Against Cinteria	The organisation's Gender Pay Gap is reducing and it is addressing any race pay gap.		The organisation considers pay gaps across other areas of inequality such as religion and belief/ race- ethnicity/ age, disability etc.	rey Evidence Against Ontena
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Diversity monitoring information is separated from recruitment decisions and held securely.		There is evidence that workforce data is analysed and reported to senior leaders regularly.		The organisation understand the effects of employment policy and practice on its workforce.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
GDPR processes are in place and regulations are being met.		Workforce information is published to cover basic legal requirements and includes analysis of pay/job evaluation outcomes.		The organisation has sufficient information about staff to inform robust equality analysis.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		There is evidence that the organisation is actively working on reducing its Gender Pay Gap.		The workforce profile is updated regularly.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Action has been taken as a result of monitoring, trends are being identified and used to help establish objectives.		Data is looked at organisationally and service by service.	
				Criteria	Key Evidence Against Criteria
				It is possible to analyse data by all the protected characteristics.	

Learning and Development

Developing		Achieving		Excellent	
18.1	Overall Summary	18.2	Overall Summary	18.3	Overall Summary
The organisation carries out regular assessments of the training and learning and development needs required to ensure its councillors and officers are equipped to understand their equality duties and take action to deliver equality outcomes.		The organisation provides a range of accessible learning and development opportunities to support councillors and officers in achieving equality objectives and outcomes.		Decision makers understand the importance of equality when making decisions and in how they use resources. Services are provided by knowledgeable and well-trained staff who are equipped to meet the diverse needs of local communities.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
An assessment has been made as to what equality-related training, learning or development is required.		Equality and diversity forms part of the training and development for key decision makers.		Managers and staff are accountable for ensuring equality outcomes. They can give examples of improved equality outcomes they have contributed to.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Appropriate behavioural competencies have been identified for the workforce.		There is evidence that equality issues are mainstreamed into all training (e.g. training on customer care.		Good performance is recognised in the appraisal process and more generally.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Induction training for new Members includes equality and all Members are offered Equality training.		Different methods are used to promote learning to a wide audience (e.g. standard courses, coaching, mentoring).		Staff feel their skills have improved and that they are able to relate effectively with a range of clients.	
	Key Evidence Against Criteria		Key Evidence Against Criteria		Key Evidence Against Criteria
Appraisal processes ensure staff and managers are aware of their equality-related responsibilities and accountabilities.		Management and individual appraisals include specific equality objectives for the service area.		Staff can answer questions about the council's equality priorities.	
					Key Evidence Against Criteria
				Feedback from service users in protected groups is positive about the skills of staff in dealing with their issues.	

Health and Wellbeing	ealth and Wellheing								
Developing	Г	Achieving		Excellent					
19.1	Overall Summary	19.2	Overall Summary	19.3	Overall Summary				
The organisation has begun to consider how it can address the key employee health and wellbeing issues.		The organisation promotes the health and well-being of staff in its workforce and other policies.		There is a positive health and wellbeing culture throughout all levels and areas of the service.					
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria				
The organisation uses workforce data and other information from staff to determine what its health and wellbeing priorities are.		There is a coherent Health and Wellbeing Strategy that addresses a range of related issues.		Approaches to health and wellbeing are innovative.					
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria				
The organisation has assessed all aspects of the working environment to ensure that the needs of all its employees are met.		Improvements have been made to the working environment.		.The organisation has adopted the Social model of disability					
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria				
A range of inclusive mechanisms are in place to engage and involve staff.		Staff are engaged positively in employment and service transformation and in developing new roles and ways of working.		There have been significant outcomes in the health and wellbeing of all staff including those with protected characteristics.					
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria				
Policies and systems are in place to identify, prevent and deal effectively with harassment and bullying at work.		Reasonable Adjustments are provided in a timely fashion consistently across the organisation.		There are high satisfaction levels with the working environment across all staff groups particularly those with protected characteristics.					
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria				

The organisation has a policy for Reasonable Adjustments for staff and Members and managers are trained to implement it.		Occupational health works closely with HR to identify and address absence trends.		The organisation has high satisfaction levels across all staff groups in respect of staff engagement.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Occupational health services are provided.		Managers have received training on mental health awareness and say they are equipped to address staff issues.		Harassment and bullying at work is dealt with effectively and staff say that they are treated with dignity and respect.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		
The organisation has started to address mental health issues in the workplace		Harassment and bullying incidents are monitored and analysed regularly.			
		Criteria	Key Evidence Against Criteria		
		Appropriate action is taken to address the issues that have been identified.			

Race Equality - please relate this criteria to your local workplace, service provision and communities you serve. Key Considerations to Test During Self-Assessment, Review and Ongoing Strategy Development. Please indicate local performance, from a race equality, diversity and inclusion perspective.

Please indicate local performance,	from a race equality, diversity and inclusion	on perspective.				
Developing			Achieving		Excellent	
20.1	Overall Summary		20.2	Overall Summary	20.3	Overall Summary
The organisation has begun to consider how it an address the key employee race equality, ssues, concerns and barriers.			The organisation promotes and practices race equality in its workforce and other policies.		There is a positive and inclusive race equality culture and performance throughout all levels and areas of the service.	
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Ste	eps
Secondments	Are they transparent, fair, advertised, open and merit based?					
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Ste	eps
Recognition, pay and reward	Is everyone recognized fairfy and consistently? Is there unfairness in pay and performance (eg ratings) and reward (eg recognition payments)? Is there an ethnicity pay gap?					
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Ste	eps
Policies and Best Practice	Is flexible working / work life balance equally offered? are reasonable adjustments consistent and meet individual needs? Are all policies and processes free from discrimination and bias?					
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Ste	eps
Recruitment	Is the process equitable and fair? Are there equal internal progression opportunities? Is there bias in recruitment practices? Do applicant and hiring rates reflect local communities?					
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Ste	eps
Mentoring and Coaching	Is there a culture of mentoring and coaching, accessible and available to all? Are there reverse mentoring opportunities? Can all staff discuss and get development with their line managers? Are there role models?					
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Ste	eps

1	1	1	i de la companya de l		
Progression	Do BAME staff have long length of service, poor progression, unable to showcase / demonstrate ability and are there unequal access to opportunities. Is there recruitment bias in progression? Are internal pipelines understood?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Retention	Is there a poor employee experience and what does it look and sound like? Is there poor behaviours, internally and externally and ways to call these out, tackle and resolve these? Is there high BAME turnover re joiners and leavers? Are we representative at all grades?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Employee Network Groups	Are there effective Network Groups, with clear terms of reference, standard operating procedures, senior sponsors, committees and a clear governance structure and pathways? Do they have an evidenced workplan, a communications plan and act as a constructive and focused forum, providing insight and employee voice to help inform organisational needs.				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Employee Voice and Speaking Out	Are BAME staff able to speak out, report and surface any workplace issues, in relation to behaviours, decisions, pay and reward, abusive customers Will these be taken seriously. Are there unintended consequences for the victim? Is there a culture of under reporting.				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Culture	Are there in-groups, out-groups, favoritism, bias? Is there low confidence, self-esteem for BAME Staff? Is there an inclusive culture and behaviours? Are there excluding behaviours and what are they ?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Performance	Are there disparities in objective setting, performance reviews, workplace allocation and performance ratings for BAME staff? Are there less exceeded target ratings for BAME staff?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Line Management relationship and practice	Is line management inclusive? Is there consistent wellbeing support, respect, development opportunities and line management? Can you call out poor behaviours to line managers, who will help you to resolve them?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Workplace practices	Are all processes, procedures and practices consistent, of high quality with no adverse impacts on BAME staff. Are BAME staff given unfavourable work allocation, shift patterns, hazardous work?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps

Employee Relations	Are there any disparities in HR cases brought forward by BAME staff? Are there disparities in outcomes? Are there disparities in BAME employees experiencing disciplinary procedures and disproportionate outcomes / sanctions? Is there a healthy Employee Relations culture between the TUs and organisation on Race Equality? How satisfied are BAME staff with the outcomes of formal / informal complaints and concerns? Are BAME staff confident about speaking				
Criteria	up on issues pertaining to race and racism (whether about the workplace, service delivery or societal)?	Kay Evidence Against Davelaning	Vay Euidanaa Anainat Ankiavina	Kay Evidence Against Evcellent	Summery Against Criticals and Detential Next Stans
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Development opportunities	Is there consistent and fair opportunities to learning and development opportunities for non-mandatory courses, local opportunities, shadowing, projects, daily tasks? Are development plans supportively discussed and recorded during performance reviews?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Impact Assessments	Is there an effective work practice of timely and meaningful Equality and Health Impact Assessments and do they fully consider, consult and improve outcomes for BAME employees, service users and communities. Are managers skilled in delivering these and leaders skilled in reviewing these? Is the political leadership skilled and adept at understanding EDI implications and mitigation decisions?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Governance	Is there clear Governance structures, EDI sponsors and local leads and measures? How do we actively monitor need, progress and impact? Are we aware of our drivers (internal, external, legal, Public Authority, regulatory, GLA, London Councils). Are all individual responsibilities clearly understood and delivered?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Leadership	Is the leadership pro-actively engaged in the EDI Agenda. Is the leadership actively anti-racist. Does the leadership create active leadership listening opportunities? Does the leadership attend Inclusive Leadership development? Do Leaders have EDI performance targets, measures, with leadership development on how to deliver against these? Do our leadership and managers have the cultural intelligence to manage and support a diverse workforce?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Data and Reporting	Are there dashboards, scorecards, inclusion index, recruitment data, staff survey data, effective reporting, service users data and integrated People Plans? Do these show a clear BAME analysis and narrative? Are these circulated and do managers have the skills to interpret and respond by changing employment practice and service provision? Is the Ethnicity Pay Gap a potential analysis to conduct.				

Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Frontline Employee Experience	Are there differential and adverse experiences of BAME staff, due to their background? Are these reported and responded to by the organisation? Is the required support provided? Are services designed to protect and safeguard staff?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Community Relationships	What is the Council's reputation as an employer of choice? Are there tensions in the community between different groups? Does the Council understand the demographic diversity and needs of different customer, service users and community groups? How does the Council understand this and use this intelligence to design and deliver inclusive and accessible services, safeguarding staff?				
	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
	Inclusion (issues not people) – Are issues/concerns pertinent to race proactively included/welcomed from the outset without resistance (and without having to be proposed by BAME staff)?				
	Perceptions (of none BAME staff) – From the perspective of non-BAME staff, how proactive is Havering Council in dealing with issues of race/racism and how well does it deliver on these issues?				
	Perceptions (of BAME staff) – From the perspective of BAME staff, how proactive is Havering Council in dealing with issues of race/racism and how well does it deliver on these issues?				
Attitudes, perceptions, values and beliefs and systemic race inequality	Perceptions (by BAME staff) – From the perspective of BAME staff, how proactive is Havering Council in dealing with issues of race/racism and how well does it deliver on these issues?				
	Attitudes (of non-BAME staff) – To what extent do non- BAME staff, across all grades, understand the impacts of race inequality in Britain, the impact it has on BAME citizens and their role in becoming anti-racist?				
	What is the visible leadership, HR and Trade Union's commitment and practices, in tackling issues around race inequality?				
	Systemic Racism – How well is racism (local, national and global) recognised and understood, in particular the effect it have on issues / decisions and behaviours within the borough and the council?				

## Race, Equality, Accessibility, Diversity and Inclusion (READI) - Service Evidence Capture Self-Assessment

Directorate :			Service Name /s :		
Nominated Lead :					
How To Guide :	han till an an an traction i than an traction of the data of the	the second s	and dramatices all the details and the second states	T	
This is an uploaded Teams fileshare, which		-	• • •	-	
There are 4 thematic areas to provide evide				arting with the left hand column "Devel	oping" put in :
	ies, procedures and practice that have posi				
<ul> <li>then, identify areas of improvement, chall</li> </ul>	lenges and barriers to more inclusive service	ce provision, workplaces and con	nmunity cohesion		
<ul> <li>work across each standard and leave blan</li> </ul>	k, if no evidence exists or state in progress	, if this is planned			
<ul> <li>once complete, fill in the overall summary</li> </ul>	of performance, in each section				
Please contact REDACTED @haverin	g.gov.uk (EDI and Race Relations Consulta	nt) if you need assistance and su	pport.		
THEMATIC AREA 1 - Understanding a	and Working with your Communities				
Collecting and Sharing Information					
Developing		Achieving		Excellent	
1.1	Overall Summary	1.2	Overall Summary	1.3	Overall Summary
The organisation has gathered and published information and data on the profile of its		Relevant, proportionate and appropriate information about the		A comprehensive set of information about local communities/protected characteristics	
communities and the extent of inequality and		local communities and their		needs and outcomes is regularly updated and	
disadvantage. Plans are in place to collect, share		protected characteristics is being		published and used to identify priorities for	
and use equality information with partners.		gathered. Information is shared		the local area	
		across the organisation and with			
<u> </u>		partners			
	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation is clear about what sources of		Information is disaggregated and		The Council is working with partners to	
information (both local and national) are relevant and useful.		analysed on the basis of different communities, including those		continuously develop new and innovative data sharing platforms.	
		sharing protected characteristics.		data sharing platornis.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation knows what information is		Quantitative and qualitative		The organisation has a sophisticated	
already being collected - internally and by its		research methods are used to gather		understanding of the difference between the	
partners, including voluntary and community sector stakeholders?		data and information.		equality profile of their local area and how that translates to inequalities for different	
sector stakeholders?				groups.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Some information and data has been gathered		National and regional data is used		Changing needs are identified and prioritised	·····
and published.		and analysed.		across a wide range of services and	
				outcomes by, for example, referring to the	
			DWP. ONS and MHCLG which is summary	Equality and Human Rights Commission's Equality Measurement Framework.	
			rather than personal data	Equality incasurement i famework.	
Criteria	Key Evidence Against Criteria	Criteria		Criteria	Key Evidence Against Criteria
The organisation is working with its partners to		Information from ward councillors is		Data is regularly updated and used to set	
ensure information is shared effectively.		gathered in a systematic way.	The services meet stakeholders and partners	priorities across the organisation and in	
, I			frequently, have policies and procedures in place	different services, by geographical area and	
1				by protected oberesteristic	
			which allow for referrals to be made and	by protected characteristic.	
			which allow for referrals to be made and information to be reciprocated which means that	by protected characteristic.	
			which allow for referrals to be made and	by protected characteristic.	
	Key Evidence Against Criteria	Criteria	which allow for referrals to be made and information to be reciprocated which means that debt for vulnerable residents is managed in a	Criteria	Key Evidence Against Criteria
Partners ensure efficient collection of data that	Key Evidence Against Criteria	Data is easily accessed, shared and	which allow for referrals to be made and information to be reciprocated which means that debt for vulnerable residents is managed in a responsible, fair and organized way.	Criteria There is evidence of a continuous	Key Evidence Against Criteria
	Key Evidence Against Criteria	Data is easily accessed, shared and used by departments across the	which allow for referrals to be made and information to be reciprocated which means that debt for vulnerable residents is managed in a responsible, fair and organized way.	Criteria	Key Evidence Against Criteria
Partners ensure efficient collection of data that avoids duplication.	Key Evidence Against Criteria Key Evidence Against Criteria	Data is easily accessed, shared and	which allow for referrals to be made and information to be reciprocated which means that debt for vulnerable residents is managed in a responsible, fair and organized way. Key Evidence Against Criteria	Criteria There is evidence of a continuous	Key Evidence Against Criteria Key Evidence Against Criteria
Partners ensure efficient collection of data that avoids duplication.		Data is easily accessed, shared and used by departments across the organisation.	which allow for referrals to be made and information to be reciprocated which means that debt for vulnerable residents is managed in a responsible, fair and organized way. Key Evidence Against Criteria	Criteria There is evidence of a continuous improvement of the quality of the data.	
Partners ensure efficient collection of data that avoids duplication. Criteria The authority is compliant with GDPR legislation in its collection, analysis storage and use of data		Data is easily accessed, shared and used by departments across the organisation. Criteria The organisation is working with partners to address identified gaps	which allow for referrals to be made and information to be reciprocated which means that debt for vulnerable residents is managed in a responsible, fair and organized way. Key Evidence Against Criteria	Criteria There is evidence of a continuous improvement of the quality of the data. Criteria The organisation is working with partners to ensure that changing needs are identified and	
Partners ensure efficient collection of data that avoids duplication. Criteria The authority is compliant with GDPR legislation		Data is easily accessed, shared and used by departments across the organisation. Criteria The organisation is working with partners to address identified gaps in information. Data is	which allow for referrals to be made and information to be reciprocated which means that debt for vulnerable residents is managed in a responsible, fair and organized way. Key Evidence Against Criteria Key Evidence Against Criteria Yes, it's built into the data applications, Fusion, Capita, Onestep and Info@work. Considerable	Criteria There is evidence of a continuous improvement of the quality of the data. Criteria The organisation is working with partners to	
Partners ensure efficient collection of data that avoids duplication. Criteria The authority is compliant with GDPR legislation in its collection, analysis storage and use of data		Data is easily accessed, shared and used by departments across the organisation. Criteria The organisation is working with partners to address identified gaps in information. Data is disaggregated using the same or	which allow for referrals to be made and information to be reciprocated which means that debt for vulnerable residents is managed in a responsible, fair and organized way. Key Evidence Against Criteria Key Evidence Against Criteria Yes, it's built into the data applications, Fusion, Capita, Onestep and Info@work. Considerable personal information pertaining to age, DOB,	Criteria There is evidence of a continuous improvement of the quality of the data. Criteria The organisation is working with partners to ensure that changing needs are identified and	
Partners ensure efficient collection of data that avoids duplication. Criteria The authority is compliant with GDPR legislation in its collection, analysis storage and use of data		Data is easily accessed, shared and used by departments across the organisation. Criteria The organisation is working with partners to address identified gaps in information. Data is	which allow for referrals to be made and information to be reciprocated which means that debt for vulnerable residents is managed in a responsible, fair and organized way. Key Evidence Against Criteria Key Evidence Against Criteria Yes, it's built into the data applications, Fusion, Capita, Onestep and Info@work. Considerable personal information pertaining to age, DOB, NINO, children, marital status, income and	Criteria There is evidence of a continuous improvement of the quality of the data. Criteria The organisation is working with partners to ensure that changing needs are identified and	
Partners ensure efficient collection of data that avoids duplication. Criteria The authority is compliant with GDPR legislation in its collection, analysis storage and use of data		Data is easily accessed, shared and used by departments across the organisation. Criteria The organisation is working with partners to address identified gaps in information. Data is disaggregated using the same or	which allow for referrals to be made and information to be reciprocated which means that debt for vulnerable residents is managed in a responsible, fair and organized way. Key Evidence Against Criteria Key Evidence Against Criteria Yes, it's built into the data applications, Fusion, Capita, Onestep and Info@work. Considerable personal information pertaining to age, DOB,	Criteria There is evidence of a continuous improvement of the quality of the data. Criteria The organisation is working with partners to ensure that changing needs are identified and	

	Information is being shared to identify and measure equality gaps and to inform outcomes for the area.		Voluntary and community sector partners/health colleagues and stakeholders access and use the information.	
	Criteria	Key Evidence Against Criteria		
	There are robust and effective protocols in place for sharing information between partners and to ensure data protection			
	Criteria	Key Evidence Against Criteria		
	Information is being captured about health inequality.			

Analysing and using data and inform	nation				
Developing		Achieving		Excellent	
2.1	Overall Summarv	2.2	Overall Summary	2.3	Overall Summary
Systems are being developed to analyse soft and hard data/intelligence about communities, their needs and aspirations.		Information and data is disaggregated and analysed to support the assessment of local need, impacts of changes to services and priorities.	Yes, it's built into the data applications, Fusion, Capita, Onestep and Info@work. Considerable personal information pertaining to age, DOB, NINO, children, marital status, income and earnings data is securely held and deleted after 7 sevens of inactivity.	Up to date and comprehensive equality data is used regularly to plan and assess impacts of decisions.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation is developing and improving systems for collating and analysing the different sets of data being collected.		Data is used to inform the setting of relevant equality objectives, and these are regularly monitored.	The os Debt Resolution Service Welfare Team and Benefits Services review and analyse data collected to improve and reduce indebtness in the community and use EqIHAs to make informed operational decisions.	The organisation and its partners are using data in the most innovative ways such as predictive analytics to target service interventions	The os Debt Resolution Service Welfare Team and Benefits Services review and analyse data collected to improve and reduce indebtness in the community and use EqHIAs to make informed operational decisions. This data is used to target certain groups of the community who are being most affected by levels of indebtedness. The data is used to inform our comms and messaging, whether it be in different languages, or through advice surgeries. The data also helps to highlight some of the key themes that arise from our activities, such as the elderly being digitally excluded, and having difficulties accessing on-line services, or those in financial difficulty not having access to technology such as laptops, or able to purchase internet access or wifi. These issues are discussed at our Financial Inclusion Forum, and arised and fe back to policy makers.
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Information is collected by front-line staff or key decision makers and taken account of.		Data is used in service planning, commissioning and decision making.	There is monitoring to ensure correctness and constency of decision making which can be evidenced	Data is being used to predict and measure demand for services	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The authority is compliant with GDPR legislation, analysis and use of data and information		Data is continuously gathered and analysed.		Achievement of outcomes are measured and there is evidence of gaps being narrowed.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Information is disaggregated in a meaningful way, by relevant protected characteristic and other factors (such as deprivation or rurality) and analysed on a regular basis. Information is used to identify and prioritise on the basis of need.		Performance is monitored against equality objectives and outcomes including procured and commissioned services, and with key partners and other stakeholders.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Information and data is used effectively as part of impact assessment/ risk assessment and giving due regard to the public sector equality duty.		Equality outcomes for commissioned and procured services are monitored and reported on.	

Effective Community Engagement			
Developing	Achieving	Excellent	ſ

3.1	Overall Summary	3.2	Overall Summary	3.3	Overall Summary
Inclusive community engagement structures are	,	Engagement mechanisms and	· · · · · · · · · · · · · · · · · · ·	Formal and informal interactions takes place	· · · · · · · · · · · · · · · · · · ·
being developed throughout the organisation.		structures are in place to involve		between the organisation and its diverse	
		equality stakeholders and scrutinise		communities. Communities from across the	
There are opportunities for communities to be		service delivery, decision- making		protected groups are actively participating in	
involved in decision making.		and progress. The organisation		and influencing decision making.	
		engages with all its communities			
		when making decisions, including			
		those with protected characteristics.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation has an engagement strategy. It	Rey Evidence Against Criteria	People from protected groups are	Ney Evidence Against Criteria	There are a range of innovative approaches	Rey Evidence Against Citteria
is clear about different levels of engagement (i.e.		encouraged and enabled to		to involving communities and arrangements	
informing, consulting, participating, co-		participate in decision making.		are made to meet specific or individual	
producing) and when these are appropriate.				needs.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Engagement structures are in place		A range of engagement		Vulnerable people/ communities are	
		methodologies are used.		participating including the hardest to reach in	
				the community.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There are opportunities for protected groups to		Priorities have been changed as a		There is evidence that mainstream	
be engaged with decision making.'		result of engagement with a clear		engagement mechanisms are increasingly	
		and demonstrable evidence basis.		involving previously under-represented	
				groups.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation can evidence examples of		The organisation and partners		Communities are encouraged or supported to	
these opportunities.		engage collectively/share		influence or make decisions.	
		information and results of			
		engagement activities to ensure that			
		particular groups are not being over consulted with.			
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Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Shared engagement structures/mechanisms are	Key Evidence Against Criteria	Criteria There is an increase in the	Key Evidence Against Criteria	Staff and stakeholders are able to describe	Key Evidence Against Criteria
	Key Evidence Against Criteria	Criteria There is an increase in the involvement of underrepresented	Key Evidence Against Criteria	Staff and stakeholders are able to describe levels of influence within the community and	Key Evidence Against Criteria
Shared engagement structures/mechanisms are	Key Evidence Against Criteria	Criteria There is an increase in the	Key Evidence Against Criteria	Staff and stakeholders are able to describe	Key Evidence Against Criteria
Shared engagement structures/mechanisms are	Key Evidence Against Criteria Key Evidence Against Criteria	Criteria There is an increase in the involvement of underrepresented	Key Evidence Against Criteria Key Evidence Against Criteria	Staff and stakeholders are able to describe levels of influence within the community and	Key Evidence Against Criteria Key Evidence Against Criteria
Shared engagement structures/mechanisms are in development with partners. Criteria		Criteria There is an increase in the involvement of underrepresented groups.		Staff and stakeholders are able to describe levels of influence within the community and changes made as a result.	
Shared engagement structures/mechanisms are in development with partners.		Criteria There is an increase in the involvement of underrepresented groups. Criteria	Key Evidence Against Criteria	Staff and stakeholders are able to describe levels of influence within the community and changes made as a result. Criteria	
Shared engagement structures/mechanisms are in development with partners. Criteria There are some shared engagement activities		Criteria There is an increase in the involvement of underrepresented groups. Criteria Engagement with the community	Key Evidence Against Criteria Business Rates, Council Tax and Benefits	Staff and stakeholders are able to describe levels of influence within the community and changes made as a result. Criteria Key decision makers are involved in the	
Shared engagement structures/mechanisms are in development with partners. Criteria There are some shared engagement activities		Criteria There is an increase in the involvement of underrepresented groups. Criteria Engagement with the community and voluntary sector and the wider	Key Evidence Against Criteria Business Rates, Council Tax and Benefits Services engage with the community and	Staff and stakeholders are able to describe levels of influence within the community and changes made as a result. Criteria Key decision makers are involved in the	
Shared engagement structures/mechanisms are in development with partners. Criteria There are some shared engagement activities		Criteria There is an increase in the involvement of underrepresented groups. Criteria Engagement with the community and voluntary sector and the wider community effectively inform	Key Evidence Against Criteria Business Rates, Council Tax and Benefits	Staff and stakeholders are able to describe levels of influence within the community and changes made as a result. Criteria Key decision makers are involved in the	
Shared engagement structures/mechanisms are in development with partners. Criteria There are some shared engagement activities		Criteria There is an increase in the involvement of underrepresented groups. Criteria Engagement with the community and voluntary sector and the wider community effectively inform	Key Evidence Against Criteria Business Rates, Council Tax and Benefits Services engage with the community and reprepsentative groups through forums such as	Staff and stakeholders are able to describe levels of influence within the community and changes made as a result. Criteria Key decision makers are involved in the	
Shared engagement structures/mechanisms are in development with partners. Criteria There are some shared engagement activities		Criteria There is an increase in the involvement of underrepresented groups. Criteria Engagement with the community and voluntary sector and the wider community effectively inform	Key Evidence Against Criteria Business Rates, Council Tax and Benefits Services engage with the community and reprepsentarive groups through forums such as Homelessness and Housing and Financial Inclusion and Welfare Benefits. This interaction reduces homelessness and prevents evictions.	Staff and stakeholders are able to describe levels of influence within the community and changes made as a result. Criteria Key decision makers are involved in the	
Shared engagement structures/mechanisms are in development with partners. Criteria There are some shared engagement activities		Criteria There is an increase in the involvement of underrepresented groups. Criteria Engagement with the community and voluntary sector and the wider community effectively inform	Key Evidence Against Criteria Business Rates, Council Tax and Benefits Services engage with the community and reprepsentative groups through forums such as Homelessness and Housing and Financial Inclusion and Welfare Benefits. This interaction reduces homelessness and prevents evictions. Individual's incomes are maximised through the	Staff and stakeholders are able to describe levels of influence within the community and changes made as a result. Criteria Key decision makers are involved in the	
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Shared engagement structures/mechanisms are in development with partners. Criteria There are some shared engagement activities		Criteria There is an increase in the involvement of underrepresented groups. Criteria Engagement with the community and voluntary sector and the wider community effectively inform	Key Evidence Against Criteria Business Rates, Council Tax and Benefits Services engage with the community and reprepsentative groups through forums such as Homelessness and Housing and Financial Inclusion and Welfare Benefits. This interaction reduces homelessness and prevents evictions. Individual's incomes are maximised through the use of welfare and local benefits. Partners are encouraged to challenge and assist improve	Staff and stakeholders are able to describe levels of influence within the community and changes made as a result. Criteria Key decision makers are involved in the	
Shared engagement structures/mechanisms are in development with partners. Criteria There are some shared engagement activities		Criteria There is an increase in the involvement of underrepresented groups. Criteria Engagement with the community and voluntary sector and the wider community effectively inform decisions.	Key Evidence Against Criteria Business Rates, Council Tax and Benefits Services engage with the community and reprepsentative groups through forums such as Homelessness and Housing and Financial Inclusion and Welfare Benefits. This interaction reduces homelessness and prevents evicitions. Individual's incomes are maximised through the use of welfare and local benefits. Partners are encouraged to challenge and assist improve policies and procedures.	Staff and stakeholders are able to describe levels of influence within the community and changes made as a result. Criteria Key decision makers are involved in the engagement process.	Key Evidence Against Criteria
Shared engagement structures/mechanisms are in development with partners. Criteria There are some shared engagement activities		Criteria There is an increase in the involvement of underrepresented groups. Criteria Engagement with the community and voluntary sector and the wider community effectively inform decisions. Criteria	Key Evidence Against Criteria Business Rates, Council Tax and Benefits Services engage with the community and reprepsentative groups through forums such as Homelessness and Housing and Financial Inclusion and Welfare Benefits. This interaction reduces homelessness and prevents evictions. Individual's incomes are maximised through the use of welfare and local benefits. Partners are encouraged to challenge and assist improve	Staff and stakeholders are able to describe levels of influence within the community and changes made as a result. Criteria Key decision makers are involved in the engagement process. Criteria	
Shared engagement structures/mechanisms are in development with partners. Criteria There are some shared engagement activities		Criteria There is an increase in the involvement of underrepresented groups. Criteria Engagement with the community and voluntary sector and the wider community effectively inform decisions. Criteria There are processes and plans	Key Evidence Against Criteria Business Rates, Council Tax and Benefits Services engage with the community and reprepsentative groups through forums such as Homelessness and Housing and Financial Inclusion and Welfare Benefits. This interaction reduces homelessness and prevents evicitions. Individual's incomes are maximised through the use of welfare and local benefits. Partners are encouraged to challenge and assist improve policies and procedures.	Staff and stakeholders are able to describe levels of influence within the community and changes made as a result. Criteria Key decision makers are involved in the engagement process. Criteria There is evidence of partnership	Key Evidence Against Criteria
Shared engagement structures/mechanisms are in development with partners. Criteria There are some shared engagement activities		Criteria There is an increase in the involvement of underrepresented groups. Criteria Engagement with the community and voluntary sector and the wider community effectively inform decisions. Criteria There are processes and plans throughout the organisation and with	Key Evidence Against Criteria Business Rates, Council Tax and Benefits Services engage with the community and reprepsentative groups through forums such as Homelessness and Housing and Financial Inclusion and Welfare Benefits. This interaction reduces homelessness and prevents evicitions. Individual's incomes are maximised through the use of welfare and local benefits. Partners are encouraged to challenge and assist improve policies and procedures.	Staff and stakeholders are able to describe levels of influence within the community and changes made as a result. Criteria Key decision makers are involved in the engagement process. Criteria There is evidence of partnership arrangements leading to improved outcomes	Key Evidence Against Criteria
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Shared engagement structures/mechanisms are in development with partners. Criteria There are some shared engagement activities		Criteria There is an increase in the involvement of underrepresented groups. Criteria Engagement with the community and voluntary sector and the wider community effectively inform decisions. Criteria There are processes and plans throughout the organisation and with partners to increase stakeholder and voluntary and community sector involvement in informing prio Criteria increase stakeholder and voluntary and community sector involvement in informing priorities.	Key Evidence Against Criteria Business Rates, Council Tax and Benefits Services engage with the community and reprepsentative groups through forums such as Homelessness and Housing and Financial Inclusion and Welfare Benefits. This interaction reduces homelessness and prevents evictions. Individual's incomes are maximised through the use of welfare and local benefits. Patheinters are encouraged to challenge and assist improve policies and procedures. Key Evidence Against Criteria Key Evidence Against Criteria	Staff and stakeholders are able to describe levels of influence within the community and changes made as a result. Criteria Key decision makers are involved in the engagement process. Criteria There is evidence of partnership arrangements leading to improved outcomes in participation. Criteria Partners are open to challenge and constructive criticism.	Key Evidence Against Criteria Key Evidence Against Criteria Key Evidence Against Criteria
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Shared engagement structures/mechanisms are in development with partners. Criteria There are some shared engagement activities		Criteria There is an increase in the involvement of underrepresented groups. Criteria Engagement with the community and voluntary sector and the wider community effectively inform decisions. Criteria There are processes and plans throughout the organisation and with partners to increase stakeholder and voluntary and community sector involvement in informing prio Criteria Increase stakeholder and voluntary and community sector involvement in informing priorities. Criteria Feedback is given and people in the	Key Evidence Against Criteria Business Rates, Council Tax and Benefits Services engage with the community and reprepsentative groups through forums such as Homelessness and Housing and Financial Inclusion and Welfare Benefits. This interaction reduces homelessness and prevents evictions. Individual's incomes are maximised through the use of welfare and local benefits. Patheinters are encouraged to challenge and assist improve policies and procedures. Key Evidence Against Criteria Key Evidence Against Criteria	Staff and stakeholders are able to describe levels of influence within the community and changes made as a result. Criteria Key decision makers are involved in the engagement process. Criteria There is evidence of partnership arrangements leading to improved outcomes in participation. Criteria Partners are open to challenge and constructive criticism. Criteria Where there is very limited or no actual	Key Evidence Against Criteria Key Evidence Against Criteria Key Evidence Against Criteria
Shared engagement structures/mechanisms are in development with partners. Criteria There are some shared engagement activities		Criteria There is an increase in the involvement of underrepresented groups. Criteria Engagement with the community and voluntary sector and the wider community effectively inform decisions. Criteria There are processes and plans throughout the organisation and with partners to increase stakeholder and voluntary and community sector involvement in informing prio Criteria Increase stakeholder and voluntary in informing priorities. Criteria Feedback is given and people in the community are able to challenge	Key Evidence Against Criteria Business Rates, Council Tax and Benefits Services engage with the community and reprepsentative groups through forums such as Homelessness and Housing and Financial Inclusion and Welfare Benefits. This interaction reduces homelessness and prevents evictions. Individual's incomes are maximised through the use of welfare and local benefits. Patheinters are encouraged to challenge and assist improve policies and procedures. Key Evidence Against Criteria Key Evidence Against Criteria	Staff and stakeholders are able to describe levels of influence within the community and changes made as a result. Criteria Key decision makers are involved in the engagement process. Criteria There is evidence of partnership arrangements leading to improved outcomes in participation. Criteria Partners are open to challenge and constructive criticism. Criteria Where there is very limited or no actual representation within a local demographic, the	Key Evidence Against Criteria Key Evidence Against Criteria Key Evidence Against Criteria Key Evidence Against Criteria
Shared engagement structures/mechanisms are in development with partners. Criteria There are some shared engagement activities		Criteria There is an increase in the involvement of underrepresented groups. Criteria Engagement with the community and voluntary sector and the wider community effectively inform decisions. Criteria There are processes and plans throughout the organisation and with partners to increase stakeholder and voluntary and community sector involvement in informing prio Criteria Increase stakeholder and voluntary and community sector involvement in informing priorities. Criteria Feedback is given and people in the	Key Evidence Against Criteria Business Rates, Council Tax and Benefits Services engage with the community and reprepsentative groups through forums such as Homelessness and Housing and Financial Inclusion and Welfare Benefits. This interaction reduces homelessness and prevents evictions. Individual's incomes are maximised through the use of welfare and local benefits. Patheinters are encouraged to challenge and assist improve policies and procedures. Key Evidence Against Criteria Key Evidence Against Criteria	Staff and stakeholders are able to describe levels of influence within the community and changes made as a result. Criteria Key decision makers are involved in the engagement process. Criteria There is evidence of partnership arrangements leading to improved outcomes in participation. Criteria Partners are open to challenge and constructive criticism. Criteria Where there is very limited or no actual	Key Evidence Against Criteria Key Evidence Against Criteria Key Evidence Against Criteria Key Evidence Against Criteria

Fostering good community relations									
Developing	Developing Achieving Excellent								
4.1	Overall Summary	4.2	Overall Summary	4.3	Overall Summary				

Structures are in place within the organisation and across partnerships to understand community relationships and map community tensions.		The organisation and its partners have a strong understanding of the quality of relations between different communities and collectively monitor relations and tensions. The organisation and its partners are actively engaged in planning and delivering activities that foster good relations.		The organisation takes a sophisticated approach to fostering good relations which has resulted in measurable improvements in relationships between diverse communities	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There are joint partnerships responsible for monitoring community tensions.		Harassment and hate crimes are monitored and analysed regularly		Information is available to show there has been an improvement in community relations.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The Community Safety Strategy addresses the issue of community cohesiveness		Appropriate action is taken to address the issues that have been identified.		The organisation works with others to improve performance on good relations between diverse communities.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Council leaflets/ posters/ communications/ events promote positive relations.	CT and NNDR Bills, reminders, summonses are sent according to statutory process. Residents can request translations and interpreters can be accessed for interviews with individuals who require this service.	Members play a role in monitoring community relations and reporting intelligence		The Council's leaders maintain a high profile on community relations. The Council makes use of Members' links with different communities depending on circumstances.	
			Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Data is available, and is it disaggregated to cover the protected characteristics.		The Council plays a leading role in bringing the partners and the community together if there are serious incidents of hate crime.	
			Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Data is regularly analysed and acted upon.		There is obvious and demonstrable cross- over between equality, diversity and community cohesion.	
			Key Evidence Against Criteria		
		Stakeholders and communities are			

Participation in public life					
Developing		Achieving		Excellent	
6.1	Overall Summary	6.2	Overall Summary	6.3	Overall Summary
The organisation has a clear understanding of the level of participation in public life by different communities/protected characteristics. This can include involvement in local democracy and representation e.g. school governors, councillors, board members of voluntary/statutory sector organisations.		Local people are encouraged to participate in public life or in other activities where they are under- represented. The Council uses a range of different methods and it is able to innovate and find new ways to extend participation in certain communities.		There is an improvement in the participation rates of under-represented groups in public life. The organisation can demonstrate that people across a range of protected characteristics are able to influence decisions	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Information/data is gathered about the extent of involvement in public life		The organisation actively informs and involves local people, including under- represented groups, in opportunities for public participation.		There is evidence that improvements have been achieved.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Outreach work or public campaigning has been undertaken to increase levels of participation by protected groups.		More people from under-represented groups are participating across a wider range of activities.	
				Criteria	Key Evidence Against Criteria
				Decision makers are from a wider range of backgrounds.	

THEMATIC AREA 2 - Leadership and Organisational Commitment							
Leadership	Leadership						
Developing	Developing Achieving Excellent						
7.1	Overall Summary	7.2	Overall Summary	7.3	Overall Summary		

The political and executive leadership have publically committed to reducing inequality, fostering good relations and challenging discrimination.	Key Evidence Against Criteria	Political and executive leaders demonstrate personal knowledge and understanding of local communities and continue to show commitment to reducing inequality. Criteria Senior leaders can demonstrate	Key Evidence Against Criteria	Leaders have gained a reputation within the community and with all of its partners for championing equality, balancing competing interests and fostering good relations.	Key Evidence Against Criteria
their commitment to a diverse workforce and have made clear what is expected from staff when delivering services to the community		their commitment to equality in decision making and how this informs the way the organisation responds to challenges		when making difficult decisions it continues to demonstrate a clearly articulated and meaningful commitment to equality.	
Criteria Leadership on equality is demonstrated in a way that is recognised and understood by the organisation and local communities.	Key Evidence Against Criteria	Criteria Senior leaders demonstrate knowledge and commitment to equality issues. They 'walk the talk'	Key Evidence Against Criteria	Criteria Senior leaders have and own clear knowledge of local equality priorities and how and why they are being addressed.	Key Evidence Against Criteria
Criteria Leaders have publicly committed to improving equality in their area.	Key Evidence Against Criteria	Criteria There is evidence that equality considerations inform their decision making.	Key Evidence Against Criteria	Criteria Senior leaders act as ambassadors for the equality agenda.	Key Evidence Against Criteria
Criteria The organisation has established and publicised a strong business case for its equality work.	Key Evidence Against Criteria	Criteria Senior leaders understand the value and impact good communications can have and ensure that publications, websites and other communications channels are as diverse as possible	Key Evidence Against Criteria	Criteria Senior leaders personally challenge inequalities and drive an improvement agenda.	Key Evidence Against Criteria
Criteria The organisation regularly communicates its commitment to promoting equality to staff and the community	Key Evidence Against Criteria	Criteria The organisation promotes a positive narrative around equality and good relations across the whole community	Key Evidence Against Criteria	Criteria Staff, the community or the voluntary and community sector can offer good examples of how effective communication and engagement with the Council has enabled the organisation to prevent or manage tensions between different equality groups.	Key Evidence Against Criteria
Criteria There is evidence that publications reflect the organisation's commitment to equality and fostering good relations.	Key Evidence Against Criteria	Criteria There are examples of where the organisation and its partners have had to take unpopular decisions but still managed to keep local communities on board.	Key Evidence Against Criteria	Criteria The organisation plays a role in ensuring that all stakeholders collectively manage the conflicting needs of their communities.	Key Evidence Against Criteria
		Criteria The organisation has taken steps to counter negative stereotypes or dispel myths.	Key Evidence Against Criteria		

Priorities and Partnership Working					
Developing		Achieving		Excellent	
8.1	Overall Summary	8.2	Overall Summary	8.3	Overall Summary
Partnership working arrangements are being reviewed with the voluntary and community sector and the wider community to ensure that local equality priorities are addressed	Peabody Trust and several charitable organizations and voluntary groups to ensure residents receive fair service and maintain local	There is a coherent, shared vision of equality for the local area, with clear priorities which have been agreed and understood by all key stakeholders, including the voluntary and community sector.		The organisation can demonstrate success in working with partners in the public, private, community and voluntary sectors to address equality priorities, which are reviewed on a regular basis.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Corporate and partnership documents capture the commitment of the organisation and partners to equality.		There are shared equality priorities, objectives and outcomes for the local area which are understood and acted on at all levels within the organisation.		Staff, the community or the voluntary and community sector give good examples of improved outcomes/ reduced inequality/ improvements in health inequality.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Equality objectives are reflected in local strategic planning.		There is a clear shared vision for the area.		Review mechanisms are in place.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria

	The organisation and its partners monitor, review and evaluate performance against equality priorities, including inequality and health inequality.		There is evidence that cross-organisational learning is taking place.	
	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
	Criteria The results of these activities	,	Criteria The community and voluntary sector say that	
	The results of these activities contribute directly to the			
	The results of these activities		The community and voluntary sector say that	

Assessing Equality Impact in Policy	and Decision Making				
Developing		Achieving		Excellent	
9.1	Overall Summary	9.2	Overall Summary	9.3	Overall Summary
Due regard is taken to the aims of the general equality duty when making decisions and when setting policies.		Equality analysis/ impact assessment is integrated systematically into planning and decision making across the organisation.		The organisation can demonstrate that improvements in equality outcomes are being delivered as a result of effective equality analysis/ impact assessment, and that negative impacts have been mitigated.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation has an agreed approach to conducting equality analysis/ impact assessment of policy and service decisions.		There is senior level commitment to using and understanding equality analysis/ impact assessment to inform planning and decision making.		The organisation can demonstrate how equality analysis/ impact assessment has been used to identify needs and improve outcomes/ reduce inequality.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Training and support on equality analysis/ impact assessment is available.		The organisation's assessments are accessible, robust and meaningful.		The organisation can provide evidence of how or where equality analysis/ impact assessment has informed decision-making and led to different, tailored services that have improved outcomes.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Impact assessments take account of the views of those affected by the policy or decision.		There is evidence that Members routinely take account of equality analysis/ impact assessment when making decisions.		The organisation captures information about what budget/service cuts mean to people's lives.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		
There is a process for ensuring that equality impact assessments are sufficiently robust.		Decisions around budget cuts and savings have taken account of cumulative impact.			
		Criteria	Key Evidence Against Criteria		
		The findings, recommendations and conclusions are shared effectively to inform decisions and planning.			
		Criteria	Key Evidence Against Criteria		
		Mitigating actions are identified where appropriate.			

Equality Objectives and Annual Reporting						
Developing		Achieving		Excellent		
10.1	Overall Summary	10.2	Overall Summary	10.3	Overall Summary	
Equality objectives for the organisation have been set and published in accordance with the requirements to support the public sector Equality Duty.		Specific and measurable equality objectives have been integrated into organisational strategies and plans and action is being taken to achieve them. Outcomes are measured and monitored regularly by senior leaders.		The organisation can demonstrate a clear link between meeting their equality objectives and positive outcomes for its communities.		
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	
The specific duty to publish equality objectives has been met.		Equality objectives are integrated into organisational strategies and plans.		There is evidence that equality objectives have led to improved outcomes for people with protected characteristics.		
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	

Objectives are underpinned by robust equality analysis.		There is evidence of a link between equality objectives, business planning and performance management.		Actions to achieve priority outcomes are reviewed and regularly updated.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Objectives are SMART(Specific, Measurable Realistic, Achievable and Timely).		Progress is regularly monitored and reviewed.		Steps are taken if deficiencies are identified.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Members are kept informed of progress against equality objectives.		Stakeholders and staff are involved in the monitoring of objectives.	
				Criteria	Key Evidence Against Criteria
				An Annual Equality report is published and shared.	

Developing		Achieving		Excellent	
11.1	Overall Summary	11.2	Overall Summary	11.3	Overall Summary
Appropriate structures are in place to ensure felivery and review of equality objectives.		The setting and monitoring of equality objectives is subject to challenge, including through any organisational bodies or groups and the political Overview and Scrutiny process.		The organisation uses the scrutiny process as a driver for change. The organisation benchmarks its achievements against comparable others and shares its experience in developing good practice.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There is an appropriate and accountable eadership group/ board/ forum who have responsibility for the equality agenda.		The Overview and Scrutiny function is used to scrutinise and challenge equality analysis / impact assessment objective setting and monitoring.		The organisation assesses its performance and outcomes against comparable organisations.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There are resources for supporting equality work.		The public are enabled to monitor progress		Review mechanisms are in place.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Progress and responses are reported regularly to the leadership of the organisation.		Some outcomes and priorities have changed as a result of Scrutiny review.	
				Criteria	Key Evidence Against Criteria
				The organisation is approached on a regular basis to provide examples of, or showcase good practice.	

THEMATIC AREA 3 - Responsive Se	rvices and Customer Care				
Commissioning and Procuring Serv	rices				
Developing		Achieving		Excellent	
12.1	Overall Summary	12.2	Overall Summary	12.3	Overall Summary
The organisation ensures that procurement and commissioning processes and practice take account of the diverse needs of clients, and that providers understand the requirements of the public sector Equality Duty.	When procuring goods and services, the Directorate considers the diverse needs of its clients when preparing invitations to tender and pqgs. in procurement meet/fully respond to diverse residents.	Mechanisms are in place to ensure that equality standards are embedded throughout the procurement cycle.		The organisation can demonstrate that commissioned/ procured services are helping it achieve its equality priorities.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Guidance is available for suppliers on the equality requirements for the procurement and commissioning process.		The organisation considers how the public pound is spent in regards to local procurement and influence on the local economy.		There is evidence that contracts are being monitored using quantitative and qualitative analysis. The results are considered by both the supplier and client.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There are standard equality clauses for contracts.		Specifications take account of the different needs of users, for example through equality analysis/ impact assessments.		There is evidence of providers meeting the organisations equality objectives.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria

	Monitoring requirements are built into contracts to ensure equality issues are addressed.		Providers understand and can articulate a commitment to equality.	
	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
	The organisation has an established Social Value Framework. The Social value of contracts is measured.		The organisation achieves considerable social value from Its contracts	
	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
	The performance of sub- contracting arrangements is measured.		Local procurement is positively influencing the local economy	

Developing		Achieving		Excellent	
13.1	Overall Summarv	13.2	Overall Summary	13.3	Overall Summarv
Structures are in place to ensure equality utcomes are integrated into business bbjectives.	Equality outcomes are embedded through the service and plans	Equality objectives are integrated into service plans across the organisation, with progress towards them performance managed by key decision makers.		The organisation can demonstrate that improvements and equality outcomes are being delivered across the business.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
hat equality objectives are being met.	Monitoring takes place through the issues arising from customer and client complaints and enquiries. Policies and prcedures are regularly reviewed as a part of this process to ensure quality and fairness.	Objectives address inequality and equality gaps.		Service Plans are designed and written with equality objectives in mind.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
assessment of service plans.	Mechanisms are in place to ensure the services respond to the diverse needs of customers. Council Tax and Council Tax Support consultations feedback are used to plan budgets and expenditure.	The needs of protected groups are taken account of.		Business plans review past performance, demonstrate how past objectives have been achieved, review performance and set new objectives.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
protected groups.	There are a number of policies in Benefits and revenu collecting services which reflect customer care from how you deal with children on a debt collection visit to reviewing vulnerabilities of an individual where a charging oder is sought.	Service users have opportunities to comment on how services are planned.		Gaps have been identified in terms of who may not be using the service and why. Action has been taken to change services in response.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Objectives have specific timescales.		There is evidence of improved or improving outcomes, disaggregated where appropriate to demonstrate the effects on different communities/ protected groups.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Resource implications have been properly assessed.		There is evidence that Services are being co- produced with service users.	
		Criteria	Key Evidence Against Criteria		
		Key decision makers demonstrate that they continuously monitor, review and evaluate performance for equality objectives.			
		Criteria	Key Evidence Against Criteria		
		Equality integrated into the performance management.			

Service Delivery							
Developing		Achieving		Excellent			
14.1	Overall Summary	14.2	Overall Summary	14.3	Overall Summary		
The organisation has systems to collect, analyse and measure how satisfied all sections of the community are with services.		There is evidence that services are meeting the needs of a diverse community, and that take up of services is representative of the wider community.		The organisation has systems in place to use monitoring data and citizen feedback to redesign or adapt services to ensure equity of access, and can demonstrate where this has been done.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		

There are mechanisms in place for service users to be consulted about service development and delivery.		Service users are consulted effectively before services are developed.		Services are co-produced with service users wherever possible and service users are able to influence changes.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Social Value and Collaborative Principles are reflected in the organisations practical service delivery.		Issues such as Social Prescription and Social Value are used to measure outcomes which are not delivered by the organisation.		Initiatives such as Community Asset Transfers and Community Right to Challenge are in evidence as delivered by local communities instead of the local authority.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria
The organisation is able to analyse and measure whether all sections of the community are able to access services.		Access to and appropriateness of services is monitored regularly by senior leaders and decision makers.		There is evidence of how levels of customer satisfaction with services have improved over time.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria
It is clear who Service users are. Services carry out mapping exercises to identify and review current participation and to highlight gaps.		Senior leaders and decision makers demonstrate that they continuously review and evaluate access to services.		Take up of services is representative of the community in proportions that would be expected.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation collects data about user satisfaction with its services. The mapping and satisfaction data collected is disaggregated by different equality groups or vulnerable communities.		Data about access to services and user satisfaction is used in equality analyses/ equality impacts assessment.		There are examples of how different customers' experiences are analysed and acted upon.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria
Complaints are disaggregated by protected groups. There are mechanisms in place to enable staff to introduce business improvements.		A scrutiny/ evaluation process of services is in place.		The organisation has taken steps to safeguard the human rights of individuals where these have been threatened.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		
Appropriate mechanisms are in place to ensure that Human Rights considerations are identified when planning services and that customers and citizens are treated with dignity and respect.		Human Rights issues are understood and considered when delivering services to customers and clients.			
		Criteria	Key Evidence Against Criteria		
		Human Rights guidance is available for staff and decision makers have up to date knowledge.			

THEMATIC AREA 4 - Diverse and En	HEMATIC AREA 4 - Diverse and Engaged Workforce							
Workforce Diversity								
Developing		Achieving		Excellent				
15.1	Overall Summary	15.2	Overall Summary	15.3	Overall Summary			
The organisation understands its local labour market, and has mechanisms in place to monitor its workforce against protected characteristics.		The organisation can demonstrate movement towards greater diversity in its workforce profile compared with previous years, including increasing the levels of previously under-represented groups at all levels of the organisation.		The organisation actively ensures that the profile of its workforce (including the profile of major providers of commissioned services) broadly reflects the community it serves / local labour market.				
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria			
The organisation is clear about its local labour market.		Where there is evidence of disproportionality, action is being taken to reverse the trends.		There are appropriate examples of positive action to improve diversity.				
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria			
It has begun to identify the steps it needs to take to achieve a diverse workforce. These are reflected in recruitment policies and procedures.		Succession plans and recruitment processes address under- representation.		There is evidence that the workforce profile at all levels broadly matches the local labour market/community profile. This is continually monitored.				
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria			
The progress of protected groups through the organisational hierarchy is monitored.		Specific and measureable employment targets been set to improve workforce diversity.		There are reasonable explanations for gaps (e.g. the community profile is constantly changing or largely retired population) and what the organisation is doing about it.				
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria			

Equality mapping data is used as part of the analysis.		Selection panels are trained in Unconscious Bias. This includes senior recruitment panels where Members are involved.	Good use is made of flexible working arrangements and career pathway initiatives to address potential barriers and under representation.	
Criteria	Key Evidence Against Criteria			
Recruitment and selection is monitored at all stages of the process by protected characteristics.				

Inclusive Strategies and Policies					
Developing		Achieving		Excellent	
16.1	Overall Summarv	16.2	Overall Summarv	16.3	Overall Summarv
The organisation's workforce strategies and		The equality objectives contained		Prioritised equality outcomes for the whole	••••••
policies include equality considerations and		within workforce strategies are		workforce are being achieved.	
objectives.		implemented and monitored.			
	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
All employment policies and procedures comply		The organisation has a basic set of	ney Evidence Against ontena	The organisation has an excellent set of	ney Evidence Against ontena
with equality legislation and employment codes		policies and practices to enhance		policies and procedures in place which are	
of practice.		workforce equality and diversity		actively promoted to staff from all protected	
or practice.		including reasonable adjustments,		groups and used by managers to promote	
		equal pay, flexible working and		equality.	
		family friendly policies.		equality.	
		ramily mendry policies.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation's workforce strategy identifies		The equality aspects of the	noy znachod Agamer entena	Strategic, innovative and holistic approaches	noy znachoc Agamer enterna
equality issues.		organisation's workforce strategy are		have been considered to improve outcomes.	
oquality locabol		being implemented and tracked.			
		boing implemented and idented.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Targets and objectives are based on internal		When necessary, changes have		Staff are involved in developing and	
monitoring, staff consultation and the		been made as a result of equality		monitoring these policies.	
assessment of the local labour market and		analysis findings.			
barriers to employment.		-			
	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
New/changing employment policies and		Managers apply policies and		Positive and tangible outcomes have been	
procedures are assessed for their impact on		practices across the authority in a		delivered as a result of the implementation of	
people with protected characteristics.		consistent manner for all staff.		a wide range of policies and practices.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
	Rey Evidence Against offena			The organisation compares well with others	······································
All employment and training related policies are	ncy Evidence Against Ontena	Staff are engaged positively in		The organisation compares well with others.	
		Staff are engaged positively in employment and service		The organisation compares well with others.	2
All employment and training related policies are		Staff are engaged positively in employment and service transformation and in developing		The organisation compares well with others.	
All employment and training related policies are		Staff are engaged positively in employment and service transformation and in developing new roles and ways of working.		The organisation compares well with others.	
All employment and training related policies are		Staff are engaged positively in employment and service transformation and in developing new roles and ways of working. Trade unions and partners are		The organisation compares well with others.	
All employment and training related policies are regularly reviewed.		Staff are engaged positively in employment and service transformation and in developing new roles and ways of working. Trade unions and partners are involved.	Key Evidence Ansinst Criteria		
All employment and training related policies are regularly reviewed. Criteria	Key Evidence Against Criteria	Staff are engaged positively in employment and service transformation and in developing new roles and ways of working. Trade unions and partners are involved. Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
All employment and training related policies are regularly reviewed. Criteria The council is using its workforce data to develop	Key Evidence Against Criteria	Staff are engaged positively in employment and service transformation and in developing new roles and ways of working. Trade unions and partners are involved. Criteria The training and development offer	Key Evidence Against Criteria	Criteria Outcomes are communicated to staff with	
All employment and training related policies are regularly reviewed. Criteria The council is using its workforce data to develop training and development strategies that can	Key Evidence Against Criteria	Staff are engaged positively in employment and service transformation and in developing new roles and ways of working. Trade unions and partners are involved. Criteria The training and development offer supports a wider equalities agenda	Key Evidence Against Criteria	Criteria	
All employment and training related policies are regularly reviewed. Criteria The council is using its workforce data to develop The council is using its workforce data to develop	Key Evidence Against Criteria	Staff are engaged positively in employment and service transformation and in developing new roles and ways of working. Trade unions and partners are involved. Criteria The training and development offer	Key Evidence Against Criteria	Criteria Outcomes are communicated to staff with	
All employment and training related policies are regularly reviewed. Criteria The council is using its workforce data to develop training and development strategies that can support a wider equalities agenda for employees.	Key Evidence Against Criteria	Staff are engaged positively in employment and service transformation and in developing new roles and ways of working. Trade unions and partners are involved. Criteria The training and development offer supports a wider equalities agenda	Key Evidence Against Criteria Key Evidence Against Criteria	Criteria Outcomes are communicated to staff with	
All employment and training related policies are regularly reviewed. Criteria The council is using its workforce data to develop training and development strategies that can support a wider equalities agenda for employees. Criteria	Key Evidence Against Criteria	Staff are engaged positively in employment and service transformation and in developing new roles and ways of working. Trade unions and partners are involved. Criteria The training and development offer supports a wider equalities agenda for the organisation. Criteria		Criteria Outcomes are communicated to staff with protected characteristics. Criteria	Key Evidence Against Criteria
All employment and training related policies are regularly reviewed. Criteria The council is using its workforce data to develop training and development strategies that can support a wider equalities agenda for employees.	Key Evidence Against Criteria	Staff are engaged positively in employment and service transformation and in developing new roles and ways of working. Trade unions and partners are involved. <b>Criteria</b> The training and development offer supports a wider equalities agenda for the organisation.		Criteria Outcomes are communicated to staff with protected characteristics.	Key Evidence Against Criteria
All employment and training related policies are regularly reviewed. Criteria The council is using its workforce data to develop training and development strategies that can support a wider equalities agenda for employees. Criteria A range of inclusive structures are in place to	Key Evidence Against Criteria	Staff are engaged positively in employment and service transformation and in developing new roles and ways of working. Trade unions and partners are involved. Criteria The training and development offer supports a wider equalities agenda for the organisation. Criteria Training courses and development		Criteria Outcomes are communicated to staff with protected characteristics. Criteria The organisation has high satisfaction levels	Key Evidence Against Criteria
All employment and training related policies are regularly reviewed. Criteria The council is using its workforce data to develop training and development strategies that can support a wider equalities agenda for employees. Criteria A range of inclusive structures are in place to	Key Evidence Against Criteria	Staff are engaged positively in employment and service transformation and in developing new roles and ways of working. Trade unions and partners are involved. <b>Criteria</b> The training and development offer supports a wider equalities agenda for the organisation. <b>Criteria</b> Training courses and development interventions are meeting the needs		Criteria Outcomes are communicated to staff with protected characteristics. Criteria The organisation has high satisfaction levels across all staff groups in respect of staff	Key Evidence Against Criteria
All employment and training related policies are regularly reviewed. Criteria The council is using its workforce data to develop training and development strategies that can support a wider equalities agenda for employees. Criteria A range of inclusive structures are in place to	Key Evidence Against Criteria	Staff are engaged positively in employment and service transformation and in developing new roles and ways of working. Trade unions and partners are involved. Criteria The training and development offer supports a wider equalities agenda for the organisation. Criteria Training courses and development interventions are meeting the needs of different groups, and are making		Criteria Outcomes are communicated to staff with protected characteristics. Criteria The organisation has high satisfaction levels across all staff groups in respect of staff	Key Evidence Against Criteria
All employment and training related policies are regularly reviewed. Criteria The council is using its workforce data to develop training and development strategies that can support a wider equalities agenda for employees. Criteria A range of inclusive structures are in place to	Key Evidence Against Criteria	Staff are engaged positively in employment and service transformation and in developing new roles and ways of working. Trade unions and partners are involved. <b>Criteria</b> <b>Criteria</b> <b>Criteria</b> <b>Criteria</b> <b>Criteria</b> Training and development offer supports a wider equalities agenda for the organisation. <b>Criteria</b> Training courses and development interventions are meeting the needs of different groups, and are making a difference in getting		Criteria Outcomes are communicated to staff with protected characteristics. Criteria The organisation has high satisfaction levels across all staff groups in respect of staff	Key Evidence Against Criteria
All employment and training related policies are regularly reviewed. Criteria The council is using its workforce data to develop training and development strategies that can support a wider equalities agenda for employees. Criteria A range of inclusive structures are in place to	Key Evidence Against Criteria	Staff are engaged positively in employment and service transformation and in developing new roles and ways of working. Trade unions and partners are involved. <b>Criteria</b> The training and development offer supports a wider equalities agenda for the organisation. <b>Criteria</b> <b>Training courses and development</b> interventions are meeting the needs of difference in getting underrepresented groups of staff up		Criteria Outcomes are communicated to staff with protected characteristics. Criteria The organisation has high satisfaction levels across all staff groups in respect of staff	Key Evidence Against Criteria
All employment and training related policies are regularly reviewed. Criteria The council is using its workforce data to develop training and development strategies that can support a wider equalities agenda for employees. Criteria A range of inclusive structures are in place to	Key Evidence Against Criteria	Staff are engaged positively in employment and service transformation and in developing new roles and ways of working. Trade unions and partners are involved. <b>Criteria</b> The training and development offer supports a wider equalities agenda for the organisation. <b>Criteria</b> <b>Training courses and development</b> interventions are meeting the needs of difference in getting underrepresented groups of staff up		Criteria Outcomes are communicated to staff with protected characteristics. Criteria The organisation has high satisfaction levels across all staff groups in respect of staff engagement. Criteria	Key Evidence Against Criteria
All employment and training related policies are regularly reviewed. Criteria The council is using its workforce data to develop training and development strategies that can support a wider equalities agenda for employees. Criteria A range of inclusive structures are in place to	Key Evidence Against Criteria	Staff are engaged positively in employment and service transformation and in developing new roles and ways of working. Trade unions and partners are involved. <b>Criteria</b> The training and development offer supports a wider equalities agenda for the organisation. <b>Criteria</b> <b>Training courses and development</b> interventions are meeting the needs of difference in getting underrepresented groups of staff up		Criteria         Outcomes are communicated to staff with protected characteristics.         Criteria         The organisation has high satisfaction levels across all staff groups in respect of staff engagement.         Criteria         Training and development strategies are	Key Evidence Against Criteria Key Evidence Against Criteria
All employment and training related policies are regularly reviewed. Criteria The council is using its workforce data to develop training and development strategies that can support a wider equalities agenda for employees. Criteria A range of inclusive structures are in place to	Key Evidence Against Criteria	Staff are engaged positively in employment and service transformation and in developing new roles and ways of working. Trade unions and partners are involved. <b>Criteria</b> The training and development offer supports a wider equalities agenda for the organisation. <b>Criteria</b> <b>Training courses and development</b> interventions are meeting the needs of difference in getting underrepresented groups of staff up		Criteria         Outcomes are communicated to staff with protected characteristics.         Criteria         The organisation has high satisfaction levels across all staff groups in respect of staff engagement.         Criteria         Training and development strategies are proven to be making a significant difference	Key Evidence Against Criteria Key Evidence Against Criteria
All employment and training related policies are regularly reviewed. Criteria The council is using its workforce data to develop training and development strategies that can support a wider equalities agenda for employees. Criteria A range of inclusive structures are in place to	Key Evidence Against Criteria	Staff are engaged positively in employment and service transformation and in developing new roles and ways of working. Trade unions and partners are involved. <b>Criteria</b> The training and development offer supports a wider equalities agenda for the organisation. <b>Criteria</b> <b>Training courses and development</b> interventions are meeting the needs of difference in getting underrepresented groups of staff up		Criteria         Outcomes are communicated to staff with protected characteristics.         Criteria         The organisation has high satisfaction levels across all staff groups in respect of staff engagement.         Criteria         Training and development strategies are proven to be making a significant difference to the wider equality agenda for employees	Key Evidence Against Criteria Key Evidence Against Criteria
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Collecting, Analysing and Publishing Workforce Data						
Developing		Achieving		Excellent		

17.1	Overall Summary	17.2	Overall Summary	17.3	Overall Summary
Systems are in place to collect and analyse employment data across a range of practices (recruitment, training, leavers, grievance and disciplinaries etc).		The organisation regularly monitors, analyses and publishes employment data in accordance with its statutory duties.		The authority has a robust and comprehensive set of employment data and uses this to inform its workforce strategy and management practice.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria
The organisation reports annually on its Gender Pay Gap.		Data on applicants, people shortlisted and the composition of the workforce is systematically collected. This can be disaggregated by the protected characteristics.		Workforce data includes a wide range of information and protected characteristic profiles including pay levels, training opportunities, appraisal ratings.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
People are encouraged to provide data and there are initiatives in place to increase the disclosure of equality information by staff.		The organisation's Gender Pay Gap is reducing and it is addressing any race pay gap.		The organisation considers pay gaps across other areas of inequality such as religion and belief/ race- ethnicity/ age, disability etc.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Diversity monitoring information is separated from recruitment decisions and held securely.		There is evidence that workforce data is analysed and reported to senior leaders regularly.		The organisation understand the effects of employment policy and practice on its workforce.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
GDPR processes are in place and regulations are being met.		Workforce information is published to cover basic legal requirements and includes analysis of pay/job evaluation outcomes.		The organisation has sufficient information about staff to inform robust equality analysis.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		There is evidence that the organisation is actively working on reducing its Gender Pay Gap.		The workforce profile is updated regularly.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Action has been taken as a result of monitoring, trends are being identified and used to help establish objectives.		Data is looked at organisationally and service by service.	
				Criteria	Key Evidence Against Criteria
				It is possible to analyse data by all the protected characteristics.	

earning and Development							
Developing		Achieving		Excellent			
18.1	Overall Summary	18.2	Overall Summary	18.3	Overall Summary		
The organisation carries out regular assessments of the training and learning and development needs required to ensure its councillors and officers are equipped to understand their equality duties and take action to deliver equality outcomes.		The organisation provides a range of accessible learning and development opportunities to support councillors and officers in achieving equality objectives and outcomes.		Decision makers understand the importance of equality when making decisions and in how they use resources. Services are provided by knowledgeable and well-trained staff who are equipped to meet the diverse needs of local communities.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		
An assessment has been made as to what equality-related training, learning or development is required.		Equality and diversity forms part of the training and development for key decision makers.		Managers and staff are accountable for ensuring equality outcomes. They can give examples of improved equality outcomes they have contributed to.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		
Appropriate behavioural competencies have been identified for the workforce.		There is evidence that equality issues are mainstreamed into all training (e.g. training on customer care.		Good performance is recognised in the appraisal process and more generally.			
Criteria			Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		

Induction training for new Members includes equality and all Members are offered Equality training.		Different methods are used to promote learning to a wide audience (e.g. standard courses, coaching, mentoring).		Staff feel their skills have improved and that they are able to relate effectively with a range of clients.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Appraisal processes ensure staff and managers are aware of their equality-related responsibilities and accountabilities.		Management and individual appraisals include specific equality objectives for the service area.		Staff can answer questions about the council's equality priorities.	
				Criteria	Key Evidence Against Criteria
				Feedback from service users in protected groups is positive about the skills of staff in dealing with their issues.	

Developing		Achieving		Excellent	
19.1	Querell Summeru	19.2	Querell Summeru	19.3	Querell Summer
	Overall Summary		Overall Summary		Overall Summary
he organisation has begun to consider how it		The organisation promotes the		There is a positive health and wellbeing	
an address the key employee health and		health and well-being of staff in its		culture throughout all levels and areas of the	
vellbeing issues.		workforce and other policies.		service.	
Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation uses workforce data and other		There is a coherent Health and		Approaches to health and wellbeing are	
nformation from staff to determine what its		Wellbeing Strategy that addresses a		innovative.	
nealth and wellbeing priorities are.		range of related issues.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation has assessed all aspects of the		Improvements have been made to		.The organisation has adopted the Social	
vorking environment to ensure that the needs of		the working environment.		model of disability	
all its employees are met.		and working environment.		model of disability	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
A range of inclusive mechanisms are in place to	ney Evidence Against Griteria	Staff are engaged positively in	Ney Evidence Against Criteria	There have been significant outcomes in the	Rey Evidence Against Griteria
engage and involve staff.		employment and service		health and wellbeing of all staff including	
		transformation and in developing		those with protected characteristics.	
		new roles and ways of working.			
Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Policies and systems are in place to identify,		Reasonable Adjustments are		There are high satisfaction levels with the	
prevent and deal effectively with harassment and		provided in a timely fashion		working environment across all staff groups	
oullying at work.		consistently across the organisation.		particularly those with protected	
				characteristics.	
Detterate	Key Evidence Against Criteria	Criteria		Criteria	
	Key Evidence Against Criteria		Key Evidence Against Criteria		Key Evidence Against Criteria
The organisation has a policy for Reasonable		Occupational health works closely		The organisation has high satisfaction levels	
Adjustments for staff and Members and		with HR to identify and address		across all staff groups in respect of staff	
managers are trained to implement it.		absence trends.		engagement.	
Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Occupational health services are provided.		Managers have received training on		Harassment and bullying at work is dealt with	
		mental health awareness and say		effectively and staff say that they are treated	
		they are equipped to address staff		with dignity and respect.	
		issues.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		
The organisation has started to address mental		Harassment and bullying incidents			
nealth issues in the workplace		are monitored and analysed			
•		regularly.			
			Key Evidence Against Criteria		
		Appropriate action is taken to			
		address the issues that have been			
		identified.			

Key Considerations to Test During S	teria to your local workplace, service provision and communities Self-Assessment, Review and Ongoing Strategy Development. rom a race equality, diversity and inclusion perspective.	s you serve.					
Developing	Developing Achieving Excellent						
20.1	Overall Summary	20.2	Overall Summary	20.3	Overall Summary		

			-		
The organisation has begun to consider how it can address the key employee race equality, issues, concerns and barriers.			The organisation promotes and practices race equality in its workforce and other policies.		There is a positive and inclusive race equality culture and performance throughout all levels and areas of the service.
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Secondments	Are they transparent, fair, advertised, open and merit based?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Recognition, pay and reward	Is everyone recognized fairly and consistently? Is there unfairness in pay and performance (eg ratings) and reward (eg recognition payments)? Is there an ethnicity pay gap?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Policies and Best Practice	Is flexible working / work life balance equally offered? are reasonable adjustments consistent and meet individual needs? Are all policies and processes free from discrimination and bias?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Recruitment	Is the process equitable and fair? Are there equal internal progression opportunities? Is there bias in recruitment practices? Do applicant and hiring rates reflect local communities?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Mentoring and Coaching	Is there a culture of mentoring and coaching, accessible and available to all? Are there reverse mentoring opportunities? Can all staff discuss and get development with their line managers? Are there role models?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Progression	Do BAME staff have long length of service, poor progression, unable to showcase / demonstrate ability and are there unequal access to opportunities. Is there recruitment bias in progression? Are internal pipelines understood?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Retention	Is there a poor employee experience and what does it look and sound like? Is there poor behaviours, internally and externally and ways to call these out, tackle and resolve these? Is there high BAME turnover re joiners and leavers? Are we representative at all grades?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
			•	•	-

Employee Network Groups	Are there effective Network Groups, with clear terms of reference, standard operating procedures, senior sponsors, committees and a clear governance structure and pathways? Do they have an evidenced workplan, a communications plan and act as a constructive and focused forum, providing insight and employee voice to help inform organisational needs.				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Employee Voice and Speaking Out	Are BAME staff able to speak out, report and surface any workplace issues, in relation to behaviours, decisions, pay and reward, abusive customers Will these be taken seriously. Are there unintended consequences for the victim? Is there a culture of under reporting.				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Culture	Are there in-groups, out-groups, favoritism, bias? Is there low confidence, self-esteem for BAME Staff 7 Is there an inclusive culture and behaviours? Are there excluding behaviours and what are they ?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Performance	Are there disparities in objective setting, performance reviews, workplace allocation and performance ratings for BAME staff? Are there less exceeded target ratings for BAME staff?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Line Management relationship and practice	Is line management inclusive? Is there consistent wellbeing support, respect, development opportunities and line management? Can you call out poor behaviours to line managers, who will help you to resolve them?				
Line Management relationship and practice Criteria	wellbeing support, respect, development opportunities and line management? Can you call out poor behaviours to line managers, who will	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
	wellbeing support, respect, development opportunities and line management? Can you call out poor behaviours to line managers, who will help you to resolve them?	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Criteria	wellbeing support, respect, development opportunities and line management? Can you call out poor behaviours to line managers, who will help you to resolve them? Criteria Description Are all processes, procedures and practices consistent, of high quality with no adverse impacts on BAIME staff. Are BAME staff given unfavourable work allocation, shift patterns,	Key Evidence Against Developing Key Evidence Against Developing		Key Evidence Against Excellent Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps Summary Against Criteria and Potential Next Steps
Criteria Workplace practices	wellbeing support, respect, development opportunities and line management? Can you call out poor behaviours to line managers, who will help you to resolve them? Criteria Description Are all processes, procedures and practices consistent, of high quality with no adverse impacts on BAME staff. Are BAME staff given unfavourable work allocation, shift patterns, hazardous work?				

Index part of any service for even of		1				
Induces         Induces <t< td=""><td>Development opportunities</td><td>learning and development opportunities for non- mandatory courses, local opportunities, shadowing, projects, daily tasks? Are development plans supportively discussed and</td><td></td><td></td><td></td><td></td></t<>	Development opportunities	learning and development opportunities for non- mandatory courses, local opportunities, shadowing, projects, daily tasks? Are development plans supportively discussed and				
ngget Assessmoremonochigal legitight of higher highersince	Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Interaction	Impact Assessments	meaningful Equality and Health Impact Assessments and do they fully consider, consult and improve outcomes for BAME employees, service users and communities. Are managers skilled in delivering these and leaders skilled in reviewing these? Is the political leadership skilled and adept at understanding EDI implications and				
isouranceisourance isourance and local assistant and local as	Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
In the leadership pro-actively ergaged in the EDI Appendix. It the leadership ergenties in the real-based intering opportunities? Does the leadership ergenties in the real-based real-based register the real-based register the real-based real-based register the register the register the real-based register the real-based register the register the register the real-based register the register	Governance	sponsors and local leads and measures? How do we actively monitor need, progress and impact? Are we aware of our drivers (internal, external, legal, Public Authority, regulatory, GLA, London Councils). Are all individual responsibilities clearly				
e.edershipe.edershipextendership<	Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Are there dashboards, scorecards, inclusion index, recruitment data, staff survey data, effective reporting, service users data and integrated People Plans? Do these show a clear BAME analysis and narrative? Are these circulated and do managers have the skills to integrated People Plans? Do these show a clear BAME analysis and narrative? Are these circulated and do managers have the skills to integrated People Plans? Do these show a clear BAME analysis and narrative? Are these circulated and do managers have the skills to integrated and go paotential analysis to conduct.Key Evidence Against AchievingKey Evidence Against ExcellentSummary Against Criteria and Potential Next StepsCriteriaCriteria DescriptionKey Evidence Against DevelopingKey Evidence Against AchievingKey Evidence Against ExcellentSummary Against Criteria and Potential Next StepsFrontline Employee ExperienceBAME staff, due to their background? Are these reported and responded to by the organisation? Is the required support provided? Are services designed to protect and safeguard staff?Icon Clear C	Leadership	Agenda. Is the leadership actively anti-racist. Does the leadership create active leadership listening opportunities? Does the leadership attend Inclusive Leadership development? Do Leaders have EDI performance targets, measures, with leadership development on how to deliver against these? Do our leadership and managers have the cultural intelligence to				
Index, recruitment data, staff survey data, effective reporting, service users data and integrated People Plans? Do these show a clear BAME analysis and narrative? Are these circulated and do managers have the skills to integrated People Plans? Do these show a clear BAME analysis and narrative? Are these circulated and do managers have the skills to integrated do comangers have the skills to integrated nd comangers have the skills to integrated and service provision? Is the Ethicity Pay Gap a potential analysis to conduct.Key Evidence Against AchievingKey Evidence Against ExcellentSummary Against Criteria and Potential Next StepsCriteriaCriteria date dor the index experiences of Prontline Employee ExperienceAre there differential and adverse experiences of BAME staff, due to their background? Are these designed to protect and safeguard staff?Science Against AchievingKey Evidence Against ExcellentSummary Against Criteria and Potential Next Steps	Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Frontline Employee Experience Are there differential and adverse experiences of BAME staff, due to their background? Are these reported and responded to by the organisation? Is the required support provided? Are services designed to protect and safeguard staff?	Data and Reporting	index, recruitment data, staff survey data, effective reporting, service users data and integrated People Plans? Do these show a clear BAME analysis and narrative? Are these circulated and do managers have the skills to interpret and respond by changing employment practice and service provision? Is the Ethnicity				
Frontline Employee Experience BAME staff, due to their background? Are these reported and responded to by the organisation? Is the required support provided? Are services designed to protect and safeguard staff?	Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Criteria Description Key Evidence Against Developing Key Evidence Against Achieving Key Evidence Against Excellent Summary Against Criteria and Potential Next Steps	Frontline Employee Experience	BAME staff, due to their background? Are these reported and responded to by the organisation? Is the required support provided? Are services designed to protect and safeguard staff?				
	Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps

Community Relationships	What is the Council's reputation as an employer of choice? Are there tensions in the community between different groups? Does the Council understand the demographic diversity and needs of different customer, service users and community groups? How does the Council understand this and use this intelligence to design and deliver inclusive and accessible services, safeguarding staff?				
	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
	Inclusion (issues not people) – Are issues/concerns pertinent to race proactively included/welcomed from the outset without resistance (and without having to be proposed by BANE staft)?				
	Perceptions (of none BAME staff) – From the perspective of non-BAME staff, how proactive is Havering Council in dealing with issues of race/racism and how well does it deliver on these issues? Perceptions (of BAME staff) – From the				
Attitudes, perceptions, values and beliefs	perspective of BAME staff, how proactive is Havering Council in dealing with issues of race/racism and how well does it deliver on these issues?				
and systemic race inequality	Perceptions (by BAME staff) – From the perspective of BAME staff, how proactive is Havering Council in dealing with issues of race/racism and how well does it deliver on these issues?				
	Attitudes (of non-BAME staff) – To what extent do non-BAME staff, across all grades, understand the impacts of race inequality in Britain, the impact it has on BAME citizens and their role in becoming anti-racist?				
	What is the visible leadership, HR and Trade Union's commitment and practices, in tackling issues around race inequality?				
	Systemic Racism – How well is racism (local, national and global) recognised and understood, in particular the effect it have on issues / decisions and behaviours within the borough and the council?				

## Race, Equality, Accessibility, Diversity and Inclusion (READI) - Service Evidence Capture Self-Assessment

	· · · ·	-	-		
Directorate :COO			Service Name /s : Customer, Co	omms, Culture	
Nominated Lead : REDACTED					
here are 4 thematic areas to provide evic specific, service related examples of poli then, identify areas of improvement, cha work across each standard and leave blau once complete, fill in the overall summar	th will automatically update. It is divided into serv lence for (please note the additional Race Equality cies, procedures and practice that have positive im llenges and barriers to more inclusive service provi k, if no evidence exists or state in progress, if this y of performance, in each section g.gov.uk (EDI and Race Relations Consultant) if you	Section in Theme 4). Please only fill in the most rel pacts and outcomes for diverse groups sion, workplaces and community cohesion is planned		column "Developing" put in :	
HEMATIC AREA 1 - Understanding	and Working with your Communities				
Collecting and Sharing Information					
Developing		Achieving		Excellent	
1.1 The organisation has gathered and published nformation and data on the profile of its communities and the extent of inequality and lisadvantage. Plans are in place to collect, share and use equality information with partners.	Overall Summary	1.2 Relevant, proportionate and appropriate information about the local communities and their protected characteristics is being gathered. Information is shared across the organisation and with partners	Overall Summary	1.3 A comprehensive set of information about local communities/protected characteristics needs and outcomes is regularly updated and published and used to identify priorities for the local area	Overall Summary
riteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation is clear about what sources of nformation (both local and national) are relevant and useful.	We do not have a clear data strategy and colleagues are too often left to their own devices to identify data requirements. Data is not seen as high value and colleagues do not easily know who to talk to about it. This mitigates towards a "generalis" approach where other audiences are only thought about to meet base EQIA requirements	Information is disaggregated and analysed on the basis of different communities, including those sharing protected characteristics.		The Council is working with partners to continuously develop new and innovative data sharing platforms.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation knows what information is liready being collected – internally and by its artners, including voluntary and community ector stakeholders?		Quantitative and qualitative research methods are used to gather data and information.		The organisation has a sophisticated understanding of the difference between the equality profile of their local area and how that translates to inequalities for different groups.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Some information and data has been gathered and published.	Some workforce data available, colleagues are aware of how activity such as the campaign company 'values modes' work supports in communications activity around audience segmentation.	National and regional data is used and analysed.		Changing needs are identified and prioritised across a wide range of services and outcomes by, for example, referring to the Equality and Human Rights Commission's Equality Measurement Framework.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation is working with its partners to nsure information is shared effectively.	Some barriers to effective working internally not yet overcome (policy and strategy made in isolation not looking for input from either expertise, experience or enthusiasm outside those silos) so external partners much more difficult. However communications has worked effectively with NHS and CCGs on audience engagement particularly based on ethnicity on covid vaccinations and protection.	Information from ward councillors is gathered in a systematic way.		Data is regularly updated and used to set priorities across the organisation and in different services, by geographical area and by protected characteristic.	
	Messages were produced in different languages with visible examples of diversity including in images				
Criteria	Messages were produced in different languages with visible examples of diversity including in images	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
artners ensure efficient collection of data that	Messages were produced in different languages with	Data is easily accessed, shared and used by	Key Evidence Against Criteria	There is evidence of a continuous	Key Evidence Against Criteria
riteria artners ensure efficient collection of data that voids duplication. riteria	Messages were produced in different languages with visible examples of diversity including in images	Data is easily accessed, shared and used by departments across the organisation.	Key Evidence Against Criteria Key Evidence Against Criteria	There is evidence of a continuous improvement of the quality of the data.	Key Evidence Against Criteria Key Evidence Against Criteria

The authority is compliant with GDPR legislation in its collection, analysis storage and use of data and information	Compliant but some concern that training and developlment is not focused on continuous mprovement. Managers reported that the guidance they have is relatively flat and meaningless. Managers also reported no top-down reminders or approach and this is not being covered in onboarding.	The organisation is working with partners to address identified gaps in information. Data is disaggregated using the same or similar categories.		The organisation is working with partners to ensure that changing needs are identified and met.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Information is being shared to identify and measure equality gaps and to inform outcomes for the area.		Voluntary and community sector partners/health colleagues and stakeholders access and use the information.	
		Criteria	Key Evidence Against Criteria		
		There are robust and effective protocols in place for sharing information between partners and to ensure data protection			
		Criteria	Key Evidence Against Criteria		
		Information is being captured about health inequality.			

Analysing and using data and inforr	nation				
Developing		Achieving		Excellent	
2.1	Overall Summary	2.2	Overall Summary	2.3	Overall Summary
Systems are being developed to analyse soft and hard data/intelligence about communities, their needs and aspirations.	Communications colleagues have begun to understand protected characteristics data.	Information and data is disaggregated and analysed to support the assessment of local need, impacts of changes to services and priorities.		Up to date and comprehensive equality data is used regularly to plan and assess impacts of decisions.	Colleagues have access to, and use, some da but broadly reported a lack of confidence and awareness on key data tools. Staff with more confidence were already moving outside of Council data but others reported that the Coun could do more to promote and support data integrity
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation is developing and improving systems for collating and analysing the different sets of data being collected.		Data is used to inform the setting of relevant equality objectives, and these are regularly monitored.		The organisation and its partners are using data in the most innovative ways such as predictive analytics to target service interventions	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Information is collected by front-line staff or key decision makers and taken account of.		Data is used in service planning, commissioning and decision making.		Data is being used to predict and measure demand for services	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The authority is compliant with GDPR legislation, analysis and use of data and information		Data is continuously gathered and analysed.		Achievement of outcomes are measured and there is evidence of gaps being narrowed.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Criteria Key Evidence Against Criteria		Information is disaggregated in a meaningful way, by relevant protected characteristic and other factors (such as deprivation or rurality) and analysed on a regular basis. Information is used to identify and prioritise on the basis of need.		Performance is monitored against equality objectives and outcomes including procured and commissioned services, and with key partners and other stakeholders.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Information and data is used effectively as part of impact assessment/ risk assessment and giving due regard to the public sector equality duty.		Equality outcomes for commissioned and procured services are monitored and reported on.	

Effective Community Engagement					
Developing		Achieving		Excellent	
3.1	Overall Summary	3.2	Overall Summary	3.3	Overall Summary

Inclusive community engagement structures are being developed throughout the organisation. There are opportunities for communities to be involved in decision making.	There is some evidence this is in place. The community cohesion events are useful engagement and in particular engagement with faith groups has improved significantly since the onset of covid. These have been productive developments but are exceptions rather than norms. Colleagues report that too often the sole driver of what happens is what the administration want to happen with little space for debate or challenge.	Engagement mechanisms and structures are in place to involve equality stakeholders and scrutinise service delivery, decision- making and progress. The organisation engages with all its communities when making decisions, including those with protected characteristics.		Formal and informal interactions takes place between the organisation and its diverse communities. Communities from across the protected groups are actively participating in and influencing decision making.	Covid has seen a significant improvement in audience segmentation and targeting of message but much more needs to be done. Resources and 'political and leadership priorities are elsewhere' are reported as reasons why this is not progressing as quickly as it could.
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation has an engagement strategy. It is clear about different levels of engagement (i.e. informing, co-producing) and when these are appropriate.	We have no functional engagement strategy. Engagement tends to be owned by individual services and there are no measurements or guidance for what constitutes effective engagement. Consultations tend to be focused on reaching a general audience rather than taking into account specific information needs	People from protected groups are encouraged and enabled to participate in decision making.		There are a range of innovative approaches to involving communities and arrangements are made to meet specific or individual needs.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Engagement structures are in place	Engagement is run on a service-by-service basis. Unaware of any cross-cutting requirements or measures of success.	A range of engagement methodologies are used.	Comms team uses facebook insight to target messages. Paid-for advertising used targetting languages eg linfo on Brexit available in multiple languages. Library activity sessions have brought people of different ethnicities together through study groups, knit and natter sessions and talking therapy sessions.	Vulnerable people/ communities are participating including the hardest to reach in the community.	3P programme run by comms engaged young people with large BAME population on issues around mental health
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There are opportunities for protected groups to be engaged with decision making.'		Priorities have been changed as a result of engagement with a clear and demonstrable evidence basis.		There is evidence that mainstream engagement mechanisms are increasingly involving previously under-represented groups.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation can evidence examples of these opportunities.		The organisation and partners engage collectively/share information and results of engagement activities to ensure that particular groups are not being over consulted with.		Communities are encouraged or supported to influence or make decisions.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Shared engagement structures/mechanisms are in development with partners.		There is an increase in the involvement of underrepresented groups.		Staff and stakeholders are able to describe levels of influence within the community and changes made as a result.	
Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There are some shared engagement activities with partners.	Faith group engagement sessions on core covid messaging. HOW WERE THESE DONE AND ANY ACCESS BARRIERS OVERCOME?	Engagement with the community and voluntary sector and the wider community effectively inform decisions.		Key decision makers are involved in the engagement process.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		There are processes and plans throughout the organisation and with partners to increase stakeholder and voluntary and community sector involvement in informing prio		There is evidence of partnership arrangements leading to improved outcomes in participation.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		increase stakeholder and voluntary and community sector involvement in informing priorities.		Partners are open to challenge and constructive criticism.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Feedback is given and people in the community are able to challenge and have their views taken account of.		Where there is very limited or no actual representation within a local demographic, the ability to cater for difference is in evidence.	

Developing		Achieving		Excellent	
4.1	Overall Summary	4.2	Overall Summary	4.3	Overall Summary
tructures are in place within the organisation nd across partnerships to understand ommunity relationships and map community nsions.	If this is the case, it is not routinely disseminated to services which have a footprint in those communities i.e. libraries.	The organisation and its partners have a strong understanding of the quality of relations between different communities and collectively monitor relations and tensions. The organisation and its partners are actively engaged in planning and delivering activities that foster good relations.	Overan Summary	The organisation takes a sophisticated approach to fostering good relations which has resulted in measurable improvements in relationships between diverse communities	Overali Sulfillidiy
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
here are joint partnerships responsible for nonitoring community tensions.	···· · · · · · · · · · · · · · · · · ·	Harassment and hate crimes are monitored and analysed regularly	·····	Information is available to show there has been an improvement in community relations.	,
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The Community Safety Strategy addresses the ssue of community cohesiveness		Appropriate action is taken to address the issues that have been identified.		The organisation works with others to improve performance on good relations between diverse communities.	,
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Criteria Council leaflets/ posters/ communications/ events promote positive relations.	Communications team has been asked for "posters" but unclear where that fils into broader strategic work. In Nov 2020 a swastika was found graffitoed on a subway in Romford. Comms team were proactive in putting a message out rejecting this as a racist activity and expaining police had been involved. Fostering campaign collateral has included imagery and case study information featuring single sex and non-white foster parts	Members play a role in monitoring community relations and reporting intelligence		The Council's leaders maintain a high profile on community relations. The Council makes use of Members' links with different communities depending on circumstances.	
			Key Evidence Against Criteria		Key Evidence Against Criteria
		Data is available, and is it disaggregated to cover the protected characteristics.		The Council plays a leading role in bringing the partners and the community together if there are serious incidents of hate crime.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Data is regularly analysed and acted upon.		There is obvious and demonstrable cross- over between equality, diversity and community cohesion.	
		Criteria	Key Evidence Against Criteria		
		Stakeholders and communities are involved in the monitoring.			

Developing		Achieving		Excellent	
6.1	Overall Summary	6.2	Overall Summary	6.3	Overall Summary
he organisation has a clear understanding of e level of participation in public life by different mmunities/protected characteristics. This can clude involvement in local democracy and presentation e.g. school governors, councillors, pard members of voluntary/statutory sector ganisations.		Local people are encouraged to participate in public life or in other activities where they are under-represented. The Council uses a range of different methods and it is able to innovate and find new ways to extend participation in certain communities.		There is an improvement in the participation rates of under-represented groups in public life. The organisation can demonstrate that people across a range of protected characteristics are able to influence decisions	
riteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
nformation/data is gathered about the extent of wolvement in public life		The organisation actively informs and involves local people, including under- represented groups, in opportunities for public participation.		There is evidence that improvements have been achieved.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria

	Outreach work or public campaigning has been undertaken to increase levels of participation by protected groups.	More people from under-represented groups are participating across a wider range of activities.	
		Criteria	Key Evidence Against Criteria
		Decision makers are from a wider range of	
		backgrounds.	

1         Overall Summary         12         Overall Summary         7.3         Overall Summary           1000000000000000000000000000000000000	Developing		Achieving		Excellent	
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speeches from multifaith groups	stening good relations.		managed to keep local communities on board.		commonly needs or their communities.	
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The organisation has ta stereotypes or dispel m	negative       Pride, LGBT+ History Month Black History Month have all been marked with specific content incluing steps to counter non-inclusive attitudes.         Events in libraries have included black history month and crossover events including talks about HIV testing for gay men and men from black african and black caribbean communities         Covid and Brexit. Comms internally on pronouns	
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Developing		Achieving		Excellent	
8.1	Overall Summary	8.2	Overall Summary	8.3	Overall Summary
Partnership working arrangements are being		There is a coherent, shared vision of equality for the local		The organisation can demonstrate success in	
reviewed with the voluntary and community		area, with clear priorities which have been agreed and		working with partners in the public, private,	
sector and the wider community to ensure that		understood by all key stakeholders, including the		community and voluntary sectors to address	
local equality priorities are addressed		voluntary and community sector.		equality priorities, which are reviewed on a	
				regular basis.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Corporate and partnership documents capture	Corporate documents featuring commissioned design	There are shared equality priorities, objectives and		Staff, the community or the voluntary and	
the commitment of the organisation and partners	include visual representations of members of the	outcomes for the local area which are understood and		community sector give good examples of	
to equality.	community with protected characteristics.	acted on at all levels within the organisation.		improved outcomes/ reduced inequality/	
		5		improvements in health inequality.	
Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria		Key Evidence Against Criteria
Equality objectives are reflected in local strategic planning.		There is a clear shared vision for the area.		Review mechanisms are in place.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		The organisation and its partners monitor, review and		There is evidence that cross-organisational	
		evaluate performance against equality priorities, including		learning is taking place.	
		inequality and health inequality.			
			Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		The results of these activities contribute directly to the		The community and voluntary sector say that	
		development of the organisation's objectives.		they are treated as equal partners by the	
				Council.	
		1			

Assessing Equality Impact in Policy	ssessing Equality Impact in Policy and Decision Making							
Developing		Achieving		Excellent				
9.1	Overall Summary	9.2	Overall Summary	9.3	Overall Summary			
Due regard is taken to the aims of the general equality duy when making decisions and when setting policies.		Equality analysis/ impact assessment is integrated systematically into planning and decision making across the organisation.		The organisation can demonstrate that improvements in equality outcomes are being delivered as a result of effective equality analysis/ impact assessment, and that negative impacts have been mitigated.				
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria			
The organisation has an agreed approach to conducting equality analysis/ impact assessment of policy and service decisions.		There is senior level commitment to using and understanding equality analysis/ impact assessment to inform planning and decision making.		The organisation can demonstrate how equality analysis/ impact assessment has been used to identify needs and improve outcomes/ reduce inequality.				
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria			

Training and support on equality analysis/ impact assessment is available.		The organisation's assessments are accessible, robust and meaningful.		The organisation can provide evidence of how or where equality analysis/ impact assessment has informed decision-making and led to different, tailored services that have improved outcomes.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Impact assessments take account of the views of those affected by the policy or decision.		There is evidence that Members routinely take account of equality analysis/ impact assessment when making decisions.		The organisation captures information about what budget/service cuts mean to people's lives.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		
There is a process for ensuring that equality impact assessments are sufficiently robust.		Decisions around budget cuts and savings have taken account of cumulative impact.			
		Criteria	Key Evidence Against Criteria		
		The findings, recommendations and conclusions are shared effectively to inform decisions and planning.			
		Criteria	Key Evidence Against Criteria		
		Mitigating actions are identified where appropriate.			

Developing		Achieving		Excellent	
10.1	Overall Summary	10.2	Overall Summary	10.3	Overall Summary
Equality objectives for the organisation have		Specific and measurable equality objectives have been		The organisation can demonstrate a clear link	
been set and published in accordance with the		integrated into organisational strategies and plans and		between meeting their equality objectives and	
equirements to support the public sector		action is being taken to achieve them. Outcomes are		positive outcomes for its communities.	
Equality Duty.		measured and monitored regularly by senior leaders.			
		······································			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The specific duty to publish equality objectives		Equality objectives are integrated into organisational		There is evidence that equality objectives	
nas been met.		strategies and plans.		have led to improved outcomes for people	
				with protected characteristics.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Objectives are underpinned by robust equality		There is evidence of a link between equality objectives,		Actions to achieve priority outcomes are	
analysis.		business planning and performance management.		reviewed and regularly updated.	
	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Objectives are SMART(Specific, Measurable		Progress is regularly monitored and reviewed.		Steps are taken if deficiencies are identified.	
Realistic, Achievable and Timely).					
	1	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Members are kept informed of progress against equality		Stakeholders and staff are involved in the	
		objectives.		monitoring of objectives.	
				Criteria	Key Evidence Against Criteria
				An Annual Equality report is published and	
				shared.	1

Performance Monitoring and Scrutiny							
Developing		Achieving		Excellent			
11.1	Overall Summary	11.2	Overall Summary	11.3	Overall Summary		

Appropriate structures are in place to ensure delivery and review of equality objectives.		The setting and monitoring of equality objectives is subject to challenge, including through any organisational bodies or groups and the political Overview and Scrutiny process.		The organisation uses the scrutiny process as a driver for change. The organisation benchmarks its achievements against comparable others and shares its experience in developing good practice.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There is an appropriate and accountable leadership group/ board/ forum who have responsibility for the equality agenda.		The Overview and Scrutiny function is used to scrutinise and challenge equality analysis / impact assessment objective setting and monitoring.		The organisation assesses its performance and outcomes against comparable organisations.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There are resources for supporting equality work.		The public are enabled to monitor progress		Review mechanisms are in place.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Progress and responses are reported regularly to the leadership of the organisation.		Some outcomes and priorities have changed as a result of Scrutiny review.	
					Key Evidence Against Criteria
				The organisation is approached on a regular basis to provide examples of, or showcase	

THEMATIC AREA 3 - Responsive Se	rvices and Customer Care				
ommissioning and Procuring Serv	ices				
Developing		Achieving		Excellent	
12.1	Overall Summary	12.2	Overall Summary	12.3	Overall Summary
he organisation ensures that procurement and ommissioning processes and practice take count of the diverse needs of clients, and that roviders understand the requirements of the ublic sector Equality Duty.		Mechanisms are in place to ensure that equality standards are embedded throughout the procurement cycle.		The organisation can demonstrate that commissioned/ procured services are helping it achieve its equality priorities.	
riteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
uidance is available for suppliers on the quality requirements for the procurement and mmissioning process.		The organisation considers how the public pound is spent in regards to local procurement and influence on the local economy.		There is evidence that contracts are being monitored using quantitative and qualitative analysis. The results are considered by both the supplier and client.	
riteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
here are standard equality clauses for ontracts.		Specifications take account of the different needs of users, for example through equality analysis/ impact assessments.		There is evidence of providers meeting the organisations equality objectives.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Monitoring requirements are built into contracts to ensure equality issues are addressed.		Providers understand and can articulate a commitment to equality.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		The organisation has an established Social Value Framework. The Social value of contracts is measured.		The organisation achieves considerable social value from Its contracts	
			Key Evidence Against Criteria		Key Evidence Against Criteria
		The performance of sub- contracting arrangements is measured.		Local procurement is positively influencing the local economy	

Integration of equality objectives into service planning						
Developing		Achieving		Excellent		
13.1	Overall Summary	13.2	Overall Summary	13.3	Overall Summary	

Structures are in place to ensure equality outcomes are integrated into business objectives.		Equality objectives are integrated into service plans across the organisation, with progress towards them performance managed by key decision makers.		The organisation can demonstrate that improvements and equality outcomes are being delivered across the business.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Service plans are monitored regularly to ensure that equality objectives are being met.		Objectives address inequality and equality gaps.		Service Plans are designed and written with equality objectives in mind.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Equality analysis is fed into planning and assessment of service plans.		The needs of protected groups are taken account of.		Business plans review past performance, demonstrate how past objectives have been achieved, review performance and set new objectives.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Customer care policies highlight the needs of		Service users have opportunities to comment on how		Gaps have been identified in terms of who	
protected groups.		services are planned.		may not be using the service and why. Action has been taken to change services in response.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Objectives have specific timescales.		There is evidence of improved or improving outcomes, disaggregated where appropriate to demonstrate the effects on different communities/ protected groups.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Resource implications have been properly assessed.		There is evidence that Services are being co- produced with service users.	
		Criteria	Key Evidence Against Criteria		
		Key decision makers demonstrate that they continuously monitor, review and evaluate performance for equality objectives.			
		Criteria	Key Evidence Against Criteria		
		Equality integrated into the performance management.			

The organisation is able to analyse and measure whether all sections of the community are able to access services.		Access to and appropriateness of services is monitored regularly by senior leaders and decision makers.		There is evidence of how levels of customer satisfaction with services have improved over time.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
It is clear who Service users are. Services carry		Senior leaders and decision makers demonstrate that they continuously review and evaluate access to services.		Take up of services is representative of the community in proportions that would be expected.	Trey Lindence Against Cineria
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation collects data about user satisfaction with its services. The mapping and satisfaction data collected is disaggregated by different equality groups or vulnerable communities.		Data about access to services and user satisfaction is used in equality analyses/ equality impacts assessment.		There are examples of how different customers' experiences are analysed and acted upon.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Complaints are disaggregated by protected groups. There are mechanisms in place to enable staff to introduce business improvements.		A scrutiny/ evaluation process of services is in place.		The organisation has taken steps to safeguard the human rights of individuals where these have been threatened.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		
Appropriate mechanisms are in place to ensure that Human Rights considerations are identified when planning services and that customers and citizens are treated with dignity and respect.		Human Rights issues are understood and considered when delivering services to customers and clients.			
			Key Evidence Against Criteria		
		Human Rights guidance is available for staff and decision makers have up to date knowledge.			

THEMATIC AREA 4 - Diverse and En	gaged Workforce				
Workforce Diversity					
Developing		Achieving		Excellent	
15.1	Overall Summary	15.2	Overall Summary	15.3	Overall Summary
The organisation understands its local labour market, and has mechanisms in place to monitor its workforce against protected characteristics.		The organisation can demonstrate movement towards greater diversity in its workforce profile compared with previous years, including increasing the levels of previously under-represented groups at all levels of the organisation.		The organisation actively ensures that the profile of its workforce (including the profile of major providers of commissioned services) broadly reflects the community it serves / local labour market.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation is clear about its local labour market.		Where there is evidence of disproportionality, action is being taken to reverse the trends.		There are appropriate examples of positive action to improve diversity.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
It has begun to identify the steps it needs to take to achieve a diverse workforce. These are reflected in recruitment policies and procedures.		Succession plans and recruitment processes address under-representation.		There is evidence that the workforce profile at all levels broadly matches the local labour market/community profile. This is continually monitored.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria

The progress of protected groups through the organisational hierarchy is monitored.		Specific and measureable employment targets been set to improve workforce diversity.		There are reasonable explanations for gaps (e.g. the community profile is constantly changing or largely retired population) and what the organisation is doing about it.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Equality mapping data is used as part of the analysis.		Selection panels are trained in Unconscious Bias. This includes senior recruitment panels where Members are involved.		Good use is made of flexible working arrangements and career pathway initiatives to address potential barriers and under representation.	
Criteria	Key Evidence Against Criteria				
Recruitment and selection is monitored at all stages of the process by protected characteristics.					

Inclusive Strategies and Policies					
Developing		Achieving		Excellent	
16.1	Overall Summary	16.2	Overall Summary	16.3	Overall Summary
The organisation's workforce strategies and policies include equality considerations and		The equality objectives contained within workforce strategies are implemented and monitored.		Prioritised equality outcomes for the whole workforce are being achieved.	
objectives.					
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
All employment policies and procedures comply		The organisation has a basic set of policies and practices		The organisation has an excellent set of	
with equality legislation and employment codes		to enhance workforce equality and diversity including		policies and procedures in place which are	
of practice.		reasonable adjustments, equal pay, flexible working and		actively promoted to staff from all protected	
		family friendly policies.		groups and used by managers to promote equality.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation's workforce strategy identifies		The equality aspects of the organisation's workforce		Strategic, innovative and holistic approaches	
equality issues.		strategy are being implemented and tracked.		have been considered to improve outcomes.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Targets and objectives are based on internal		When necessary, changes have been made as a result		Staff are involved in developing and	
monitoring, staff consultation and the		of equality analysis findings.		monitoring these policies.	
assessment of the local labour market and					
barriers to employment.					
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
New/changing employment policies and		Managers apply policies and practices across the		Positive and tangible outcomes have been	
procedures are assessed for their impact on		authority in a consistent manner for all staff.		delivered as a result of the implementation of	
people with protected characteristics.				a wide range of policies and practices.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
All employment and training related policies are		Staff are engaged positively in employment and service		The organisation compares well with others.	
regularly reviewed.		transformation and in developing new roles and ways of		3	
· ,		working. Trade unions and partners are involved.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The council is using its workforce data to develop		The training and development offer supports a wider		Outcomes are communicated to staff with	
training and development strategies that can		equalities agenda for the organisation.		protected characteristics.	
support a wider equalities agenda for employees.					
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria

A range of inclusive structures are in place to engage and involve staff.	Training courses and development interventions are meeting the needs of different groups, and are making a difference in geting underrepresented groups of staff up the leadership ladder.	The organisation has high satisfaction levels across all staff groups in respect of staff engagement.	
		Criteria	Key Evidence Against Criteria
		Training and development strategies are proven to be making a significant difference to the wider equality agenda for employees and for workforce diversity.	

Collecting, Analysing and Publishin	g Workforce Data				
Developing		Achieving		Excellent	
17.1	Overall Summary	17.2	Overall Summary	17.3	Overall Summary
Systems are in place to collect and analyse employment data across a range of practices (recruitment, training, leavers, grievance and disciplinaries etc).		The organisation regularly monitors, analyses and publishes employment data in accordance with its statutory duties.		The authority has a robust and comprehensive set of employment data and uses this to inform its workforce strategy and management practice.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation reports annually on its Gender Pay Gap.	The council meets the strict terms of legislative responsibility but does not engage in conversations with colleagues about it. We do not, as some organisations do, publish other pay gap information such as ethnicity.	Data on applicants, people shortlisted and the composition of the workforce is systematically collected. This can be disaggregated by the protected characteristics.	rey L'idence Against Griteria	Workforce data includes a wide range of information and protected characteristic profiles including pay levels, training opportunities, appraisal ratings.	rey Lindence Against Gineria
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
People are encouraged to provide data and there are initiatives in place to increase the disclosure of equality information by staff.	Communications have been commissioned to produce comms asking colleagues to submit protected characteristic data but insufficent work has been directed, despite some leaders asking for it, for work to be undertaken to understand why colleagues do not submit their data. Without this work comms outputs will only ever be one dimensional and not based on insight. They will, as a consequence, be unlikely to have an effect.	The organisation's Gender Pay Gap is reducing and it is addressing any race pay gap.		The organisation considers pay gaps across other areas of inequality such as religion and belief/ race- ethnicity/ age, disability etc.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Diversity monitoring information is separated from recruitment decisions and held securely.		There is evidence that workforce data is analysed and reported to senior leaders regularly.		The organisation understand the effects of employment policy and practice on its workforce.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
GDPR processes are in place and regulations are being met.		Workforce information is published to cover basic legal requirements and includes analysis of pay/job evaluation outcomes.		The organisation has sufficient information about staff to inform robust equality analysis.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		There is evidence that the organisation is actively working on reducing its Gender Pay Gap.		The workforce profile is updated regularly.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Action has been taken as a result of monitoring, trends are being identified and used to help establish objectives.		Data is looked at organisationally and service by service.	
				Criteria	Key Evidence Against Criteria
				It is possible to analyse data by all the protected characteristics.	-

Developing		Achieving		Excellent	
18.1	Overall Summary	18.2	Overall Summary	18.3	Overall Summary
The organisation carries out regular assessments of the training and learning and development needs required to ensure its counciliors and officers are equipped to understand their equality duties and take action to deliver equality outcomes.		The organisation provides a range of accessible learning and development opportunities to support councillors and officers in achieving equality objectives and outcomes.		Decision makers understand the importance of equality when making decisions and in how they use resources. Services are provided by knowledgeable and well-trained staff who are equipped to meet the diverse needs of local communities.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
An assessment has been made as to what equality-related training, learning or development is required.		Equality and diversity forms part of the training and development for key decision makers.		Managers and staff are accountable for ensuring equality outcomes. They can give examples of improved equality outcomes they have contributed to.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Appropriate behavioural competencies have been identified for the workforce.		There is evidence that equality issues are mainstreamed into all training (e.g. training on customer care.		Good performance is recognised in the appraisal process and more generally.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Induction training for new Members includes equality and all Members are offered Equality training.		Different methods are used to promote learning to a wide audience (e.g. standard courses, coaching, mentoring).		Staff feel their skills have improved and that they are able to relate effectively with a range of clients.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Appraisal processes ensure staff and managers are aware of their equality-related responsibilities and accountabilities.		Management and individual appraisals include specific equality objectives for the service area.		Staff can answer questions about the council's equality priorities.	
				Criteria	Key Evidence Against Criteria
				Feedback from service users in protected groups is positive about the skills of staff in dealing with their issues.	

Health and Wellbeing					
Developing		Achieving		Excellent	
19.1	Overall Summary	19.2	Overall Summary	19.3	Overall Summary
The organisation has begun to consider how it can address the key employee health and wellbeing issues.		The organisation promotes the health and well-being of staff in its workforce and other policies.		There is a positive health and wellbeing culture throughout all levels and areas of the service.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation uses workforce data and other information from staff to determine what its health and wellbeing priorities are.		There is a coherent Health and Wellbeing Strategy that addresses a range of related issues.		Approaches to health and wellbeing are innovative.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation has assessed all aspects of the working environment to ensure that the needs of all its employees are met.		Improvements have been made to the working environment.		.The organisation has adopted the Social model of disability	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
A range of inclusive mechanisms are in place to engage and involve staff.		Staff are engaged positively in employment and service transformation and in developing new roles and ways of working.		There have been significant outcomes in the health and wellbeing of all staff including those with protected characteristics.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria

Policies and systems are in place to identify, prevent and deal effectively with harassment and bullying at work.		Reasonable Adjustments are provided in a timely fashion consistently across the organisation.		There are high satisfaction levels with the working environment across all staff groups particularly those with protected characteristics.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation has a policy for Reasonable Adjustments for staff and Members and managers are trained to implement it.		Occupational health works closely with HR to identify and address absence trends.		The organisation has high satisfaction levels across all staff groups in respect of staff engagement.	
Criteria			Key Evidence Against Criteria		Key Evidence Against Criteria
Occupational health services are provided.		Managers have received training on mental health awareness and say they are equipped to address staff issues.	In general, managers in the organisation have not been exposed to any formal or informal training to help them be a people manager. This contrasts unfavourably with the mandatory training involved in managing financial budgets.	Harassment and bullying at work is dealt with effectively and staff say that they are treated with dignity and respect.	
Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria		
The organisation has started to address mental health issues in the workplace		Harassment and bullying incidents are monitored and analysed regularly.			
		Criteria	Key Evidence Against Criteria		
		Appropriate action is taken to address the issues that have been identified.			

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Key Considerations to Test During	iteria to your local workplace, service provi Self-Assessment, Review and Ongoing Stra	tegy Development.				
	from a race equality, diversity and inclusior	i perspective.		1		
Developing		-	Achieving		Excellent	
20.1		Summary	20.2	Overall Summary	20.3	Overall Summary
The organisation has begun to consider how it can address the key employee race equality, issues, concerns and barriers.	In discussion colleagues felt a start had been made in the recognition of D&I issues was a positive step.	last year and that the creation of forums and more explicit	The organisation promotes and practices race equality in its workforce and other policies.		There is a positive and inclusive race equality culture and performance throughout all levels and areas of the service.	
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next S	teps
Secondments	Are they transparent, fair, advertised, open and merit based?					
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next S	teps
Recognition, pay and reward	Is everyone recognized fairly and consistently? Is there unfairness in pay and performance (eg ratings) and reward (eg recognition payments)? Is there an ethnicity pay gap?					
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next S	iteps
Policies and Best Practice	Is flexible working / work life balance equally offered? are reasonable adjustments consistent and meet individual needs? Are all policies and processes free from discrimination and bias?		Majority of colleagues in particular in protected groups felt well-treated in terms of requests and work life balance. This reflects data in staff sueveys			
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next S	teps

Recruitment	Is the process equitable and fair? Are there equal internal progression opportunities? Is there bias in recruitment practices? Do applicant and hiring rates reflect local communities?	Managers reported running recruitment processes according to published council guidance and using council channels.			
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Mentoring and Coaching	Is there a culture of mentoring and coaching, accessible and available to all? Are there reverse mentoring opportunities? Can all staff discuss and get development with their line managers? Are there role models?	Staff felt that informal mentoring and coaching was improving but too much was ad hoc and managers did not feel aware of the support available for them to help the development goals of their teams.			
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Progression	Do BAME staff have long length of service, poor progression, unable to showcase / demonstrate ability and are there unequal access to opportunities. Is there recruitment bias in progression? Are internal pipelines understood?	Colleagues felt that upward progression through the organisation left a lot to be desired. BAME staff with long service did not feel adequately prepared or supported for promotion and the organisation does nothing across the board on development. However white British colleagues also reported same.			
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Retention	Is there a poor employee experience and what does it look and sound like? Is there poor behaviours, internally and externally and ways to call these out, tackle and resolve these? Is there high BAME turnover re joiners and leavers? Are we representative at all grades?	Colleagues felt that team relationships are strong but the overall employee experience is outdated			
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
	Are there effective Network Groups, with clear terms of				
Employee Network Groups	reference, standard operating procedures, senior sponsors, committees and a clear governance structure and pathways? Do they have an evidenced workplan, a communications plan and act as a constructive and focused forum, providing insight and employee voice to help inform organisational needs.				
Employee Network Groups Criteria	sponsors, committees and a clear governance structure and pathways? Do they have an evidenced workplan, a communications plan and act as a constructive and focused forum, providing insight and employee voice to	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
	sponsors, committees and a clear governance structure and pathways? Do they have an evidenced workplan, a communications plan and act as a constructive and focused forum, providing insight and employee voice to help inform organisational needs.	Staff felt able to discuss issues but didn't always feel that policies and guidance are drafted in accessible	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Criteria	sponsors, committees and a clear governance structure and pattways? Do they have an evidenced workplan, a communications plan and act as a constructive and focused forum, providing insight and employee voice to help inform organisational needs. Criteria Description Are BAME staff able to speak out, report and surface any workplace issues, in relation to behaviours, decisions, pay and reward, abusive customers Will these be taken seriously. Are there unintended consequences for the	Staff felt able to discuss issues but didn't always feel that policies and guidance are drafted in accessible and easy to understand ways. Managers reported a lack of HR-side development and support in their	Key Evidence Against Achieving Key Evidence Against Achieving		Summary Against Criteria and Potential Next Steps Summary Against Criteria and Potential Next Steps
Criteria Employee Voice and Speaking Out	sponsors, committees and a clear governance structure and pathways? Do they have an evidenced workplan, a communications plan and act as a constructive and focused forum, providing insight and employee voice to help inform organisational needs. Criteria Description Are BAME staff able to speak out, report and surface any workplace issues, in relation to behaviours, decisions, pay and reward, abusive customers Will these te taken seriously. Are there unintended consequences for the victim? Is there a culture of under reporting.	Staff felt able to discuss issues but didn't always feel that policies and guidance are drafted in accessible and easy to understand ways. Managers reported a lack of HR-side development and support in their work as people managers.		Key Evidence Against Excellent	

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Performance	Are there disparities in objective setting, performance reviews, workplace allocation and performance ratings for BAME staff? Are there less exceeded target ratings for BAME staff?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Line Management relationship and practice	Is line management inclusive? Is there consistent wellbeing support, respect, development opportunities and line management? Can you call out poor behaviours to line managers, who will help you to resolve them?		Customer. Comms and Culture have begun a new "ethics group" looking at D&I issues		
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Workplace practices	Are all processes, procedures and practices consistent, of high quality with no adverse impacts on BAME staff. Are BAME staff given unfavourable work allocation, shift patterns, hazardous work?		Libraries risk assessments for Covid included specific consideration of CEV and BAME staff		
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Employee Relations	Are there any disparities in HR cases brought forward by BAME staff? Are there disparities in outcomes? Are there disparities in BAME employees experiencing disciplinary procedures and disproportionate outcomes / sanctions? Is thre a healthy Employee Relations culture between the TUs and organisation on Race Equality? How satisfied are BAME staff with the outcomes of formal / informal complaints and concerns? Are BAME staff confident about speaking up on issues pertaining to race and racism (whether about the workplace, service delivery or societal)?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Development opportunities	Is there consistent and fair opportunities to learning and development opportunities for non-mandatory courses, local opportunities, shadowing, projects, daily tasks? Are development plans supportively discussed and recorded during performance reviews?	Staff felt that there was fair access but did not on the whole feel that Havering has a modern development practice and policy set for a modern workforce.			
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Impact Assessments	Is there an effective work practice of timely and meaningful Equality and Health Impact Assessments and do they fully consider, consult and improve outcomes for BAME employees, service users and communities. Are managers skilled in delivering these and leaders skilled in reviewing these? Is the political leadership skilled and adept at understanding EDI implications and mitigation decisions?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Governance Criteria	Is there clear Governance structures, EDI sponsors and local leads and measures? How do we actively monitor need, progress and impact? Are we aware of our drivers (internal, eternal, legial, Public Authority, regulatory, GLA, London Councils). Are all individual responsibilities clearly understood and delivered? Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Kev Evidence Against Excellent	Summary Against Criteria and Potential Next Steps

Leadership	Is the leadership pro-actively engaged in the EDI Agenda. Is the leadership actively anti-racist. Does the leadership create active leadership listening opportunities? Does the leadership attend Inclusive Leadership development? Do Leaders have EDI performance targets, measures, with leadership development on how to deliver against these? Do our leadership and managers have the cultural intelligence to manage and support a diverse workforce?	On the face of it, yes. Staff felt there was explicit recognition of these issues. Some felt that the recognition only lasts for the span of the national "day" or "week" and after that the issue is forgotten about until 'something happens"			
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Data and Reporting	Are there dashboards, scorecards, inclusion index, recruiment data, staff survey data, effective reporting, service users data and integrated People Plans? Do these show a clear BAME analysis and narrative? Are these circulated and do managers have the skills to interpret and respond by changing employment practice and service provision? Is the Ethnicity Pay Gap a potential analysis to conduct.				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Frontline Employee Experience	Are there differential and adverse experiences of BAME staff, due to their background? Are these reported and responded to by the organisation? Is the required support provided? Are services designed to protect and safeguard staff?	Frontline staff across ethnicity reported feeling more exposed and anxious about covid than those in office- based roles.			
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Community Relationships	What is the Council's reputation as an employer of choice? Are there tensions in the community between different groups? Does the Council understand the demographic diversity and needs of different customer, service users and community groups? How does the Council understand this and use this intelligence to design and deliver inclusive and accessible services, safeguarding staff?	This is an improving area. Staff reported that consideration of internal 'brand identity' specifically included consideration of ethnic minority audiences as well as potential for demographic change to change the makeup of the workforce, leading to work that looked at brand for the worforce in five years time as well as today.			
	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
	Inclusion (issues not people) – Are issues/concerns pertinent to race proactively included/welcomed from the outset without resistance (and without having to be proposed by BAME staff)? Perceptions (of none BAME staff) – From the perspective of non-BAME staff, how proactive is Havering Council in dealing with issues of race/racism and how well does it deliver on these issues?				
	Perceptions (of BAME staff) – From the perspective of BAME staff, how proactive is Havering Council in dealing with issues of race/racism and how well does it deliver on these issues?	did not reflect initial words			
Attitudes, perceptions, values and beliefs and systemic race inequality	Perceptions (by BAME staff) – From the perspective of BAME staff, how proactive is Havering Council in dealing with issues of race/racism and how well does it deliver on these issues?	This is not evidence rather it is assertion. Staff reported a sense of expecting Havering to be 'quite racist' and some staff pointed out the complex political and racial history of the borough. Some colleagues reported that there is a perceived chilling effect of being as fulsome as the council might in consistently addressing racism and hate crime for fear of white British community response			
	Attitudes (of non-BAME staff) – To what extent do non- BAME staff, across all grades, understand the impacts of race inequality in Britain, the impact it has on BAME citizens and their role in becoming anti-racist?				

What is the visible leadership, HR and Trade Union's commitment and practices, in tackling issues around race inequality?		
Systemic Racism – How well is racism (local, national and global) recognised and understood, in particular the effect it have on issues / decisions and behaviours within the borouch and the council?		

## Race, Equality, Accessibility, Diversity and Inclusion (READI) - Service Evidence Capture Self-Assessment

-					
Directorate :			Service Name /s :		
Nominated Lead :					
How To Guide :					
This is an uploaded Teams files	hare, which will automatica	ally update. It is divided in	to service specific tabs. P	lease work directly to this da	tabase, through the Teams IDEA space.
•			•	•	relevant sections. Starting with the left hand column
"Developing" put in :					-
- specific, service related examp	oles of policies, procedures a	ind practice that have posi	tive impacts and outcome	es for diverse groups	
- then, identify areas of improve				• •	
- work across each standard and				,	
- once complete, fill in the over	all summary of performance	, in each section			
	, ,				
Please contact REDACTED @	havering.gov.uk (EDI and R	ace Relations Consultant) is	f vou need assistance and	support	
	and the second s	ace netations consultant/1		support.	
THEMATIC AREA 1 - Under	standing and Working w	vith your Communities			
Collecting and Sharing Info	ormation				
Developing		Achieving		Excellent	
1.1	Overall Summary	1.2	Overall Summary	1.3	Overall Summary
The organisation has gathered and published information and data on		Relevant, proportionate and appropriate information about		A comprehensive set of information about local	
the profile of its communities and the		the local communities and		communities/protected	
extent of inequality and		their protected characteristics		characteristics needs and	
disadvantage. Plans are in place to		is being gathered.		outcomes is regularly updated	
collect, share and use equality information with partners.		Information is shared across the organisation and with		and published and used to identify priorities for the local	
and a second sec		partners		area	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation is clear about what		Information is disaggregated	Unterid	The Council is working with	
			1	5	
sources of information (both local		and analysed on the basis of		partners to continuously develop	
and national) are relevant and		different communities,		new and innovative data sharing	
		different communities, including those sharing			
and national) are relevant and	Key Evidence Against Criteria	different communities,	Key Evidence Against Criteria	new and innovative data sharing	Key Evidence Against Criteria

of data that avoids duplication.		shared and used by departments across the		continuous improvement of the quality of the data.	
Partners ensure efficient collection		Data is easily accessed,		There is evidence of a continuous improvement of the	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
partners to ensure information is shared effectively.		councillors is gathered in a systematic way.		bata is regularly updated and used to set priorities across the organisation and in different services, by geographical area and by protected characteristic.	
The organisation is working with its	Criteria	Information from ward	Criteria	Data is regularly updated and	
Criteria	Key Evidence Against	Criteria	Key Evidence Against	Criteria	Key Evidence Against Criteria
				Commission's Equality Measurement Framework.	
				by, for example, referring to the Equality and Human Rights	
Some information and data has been gathered and published.		National and regional data is used and analysed.		Changing needs are identified and prioritised across a wide range of services and outcomes	
	Criteria		Criteria		
Criteria	Key Evidence Against	Criteria	Key Evidence Against	Criteria	Key Evidence Against Criteria
community sector stakeholders?				and how that translates to inequalities for different groups.	
collected – internally and by its partners, including voluntary and		to gather data and information.		the difference between the equality profile of their local area	
The organisation knows what information is already being		Quantitative and qualitative research methods are used		The organisation has a sophisticated understanding of	

1	Information is being shared to identify and measure equality gaps and to inform outcomes for the area.		Voluntary and community sector partners/health colleagues and stakeholders access and use the information.	
		Key Evidence Against Criteria		
	There are robust and effective protocols in place for sharing information between partners and to ensure data protection			
		Key Evidence Against Criteria		
	Information is being captured about health inequality.			

Developing		Achieving		Excellent	
2.1	Overall Summary	2.2	Overall Summary	2.3	Overall Summary
Systems are being developed to analyse soft and hard data/intelligence about communities, their needs and aspirations.		Information and data is disaggregated and analysed to support the assessment of local need, impacts of changes to services and priorities.		Up to date and comprehensive equality data is used regularly to plan and assess impacts of decisions.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation is developing and improving systems for collating and analysing the different sets of data being collected.		Data is used to inform the setting of relevant equality objectives, and these are regularly monitored.		The organisation and its partners are using data in the most innovative ways such as predictive analytics to target service interventions	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Information is collected by front-line staff or key decision makers and taken account of.		Data is used in service planning, commissioning and decision making.		Data is being used to predict and measure demand for services	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria

The authority is compliant with GDPR legislation, analysis and use of data and information		Data is continuously gathered and analysed.		Achievement of outcomes are measured and there is evidence of gaps being narrowed.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Information is disaggregated in a meaningful way, by relevant protected characteristic and other factors (such as deprivation or rurality) and analysed on a regular basis. Information is used to identify and prioritise on the basis of need.		Performance is monitored against equality objectives and outcomes including procured and commissioned services, and with key partners and other stakeholders.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Information and data is used effectively as part of impact assessment/ risk assessment and giving due regard to the public sector equality duty.		Equality outcomes for commissioned and procured services are monitored and reported on.	

Developing		Achieving		Excellent	
3.1	Overall Summary	3.2	Overall Summary	3.3	Overall Summary
Inclusive community engagement		Engagement mechanisms		Formal and informal interactions	
structures are being developed		and structures are in place to		takes place between the	
throughout the organisation.		involve equality stakeholders		organisation and its diverse	
		and scrutinise service		communities. Communities from	
There are opportunities for		delivery, decision- making		across the protected groups are	
communities to be involved in		and progress. The		actively participating in and	
decision making.		organisation engages with all		influencing decision making.	
-		its communities when making			
		decisions, including those			
		with protected			
		characteristics.			
Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The energiantic has an	Criteria				
The organisation has an		People from protected groups		There are a range of innovative	
engagement strategy. It is clear		are encouraged and enabled		approaches to involving	
about different levels of engagement		to participate in decision		communities and arrangements	
(i.e. informing, consulting,		making.		are made to meet specific or	
participating, co-producing) and				individual needs.	
when these are appropriate.					
Criteria	Key Evidence Against	Criteria	Key Evidence Against	Criteria	Key Evidence Against Criteria
	Criteria		Criteria		

Engagement structures are in place		A range of engagement methodologies are used.		Vulnerable people/ communities are participating including the hardest to reach in the community.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There are opportunities for protected groups to be engaged with decision making.'		Priorities have been changed as a result of engagement with a clear and demonstrable evidence basis.		There is evidence that mainstream engagement mechanisms are increasingly involving previously under- represented groups.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation can evidence examples of these opportunities.		The organisation and partners engage collectively/share information and results of engagement activities to ensure that particular groups are not being over consulted with.		Communities are encouraged or supported to influence or make decisions.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Shared engagement structures/mechanisms are in development with partners.		There is an increase in the involvement of underrepresented groups.		Staff and stakeholders are able to describe levels of influence within the community and changes made as a result.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There are some shared engagement activities with partners.		Engagement with the community and voluntary sector and the wider community effectively inform decisions.		Key decision makers are involved in the engagement process.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		There are processes and plans throughout the organisation and with partners to increase stakeholder and voluntary and community sector involvement in informing prio		There is evidence of partnership arrangements leading to improved outcomes in participation.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		increase stakeholder and voluntary and community sector involvement in informing priorities.		Partners are open to challenge and constructive criticism.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Feedback is given and people in the community are able to challenge and have their views taken account of.		Where there is very limited or no actual representation within a local demographic, the ability to cater for difference is in evidence.	

Fostering good community			I		1
Developing	<u> </u>	Achieving		Excellent	
4.1	Overall Summary	4.2	Overall Summary	4.3	Overall Summary
Structures are in place within the		The organisation and its		The organisation takes a	
organisation and across		partners have a strong		sophisticated approach to	
partnerships to understand		understanding of the quality		fostering good relations which	
community relationships and map		of relations between different		has resulted in measurable	
community tensions.		communities and collectively		improvements in relationships	
		monitor relations and		between diverse communities	
		tensions. The organisation			
		and its partners are actively			
		engaged in planning and			
		delivering activities that			
		foster good relations.			
Criteria	Key Evidence Against	Criteria	Key Evidence Against	Criteria	Key Evidence Against Criteria
	Criteria		Criteria		
There are joint partnerships	1	Harassment and hate crimes		Information is available to show	
responsible for monitoring	1	are monitored and analysed	1	there has been an improvement	1
		-			
community tensions.		regularly		in community relations.	
Criteria	Key Evidence Against	Criteria	Key Evidence Against	Criteria	Key Evidence Against Criteria
	Criteria		Criteria		
The Community Safety Strategy		Appropriate action is taken to		The organisation works with	
addresses the issue of community		address the issues that have		others to improve performance	
cohesiveness		been identified.		on good relations between	
				diverse communities.	
Criteria	Key Evidence Against	Criteria	Key Evidence Against	Criteria	Key Evidence Against Criteria
	Criteria		Criteria		
Council leaflets/ posters/		Members play a role in		The Council's leaders maintain a	
communications/ events promote		monitoring community		high profile on community	
positive relations.		relations and reporting		relations. The Council makes	
poolaro relationer		intelligence		use of Members' links with	
		intelligence		different communities depending	
				on circumstances.	
				on circumstances.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
	+	Data is available, and is it	•	The Council plays a leading role	
		disaggregated to cover the	1	in bringing the partners and the	1
		protected characteristics.		community together if there are	
				serious incidents of hate crime.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Data is regularly analysed		There is obvious and	
		and acted upon.		demonstrable cross-over	
			1	between equality, diversity and	1
				community cohesion.	
	+	Critoria	Key Evidence Ansis -	community conesion.	
		Criteria	Key Evidence Against		
			Criteria		
		Stakeholders and	Criteria		
		Stakeholders and communities are involved in	Criteria		

Participation in public life					
Developing		Achieving		Excellent	
6.1	Overall Summary	6.2	Overall Summary	6.3	Overall Summary

The organisation has a clear understanding of the level of participation in public life by different communities/protected characteristics. This can include involvement in local democracy and representation e.g. school governors, councillors, board members of voluntary/statutory sector organisations.		Local people are encouraged to participate in public life or in other activities where they are under-represented. The Council uses a range of different methods and it is able to innovate and find new ways to extend participation in certain communities.		There is an improvement in the participation rates of under- represented groups in public life. The organisation can demonstrate that people across a range of protected characteristics are able to influence decisions	
Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Information/data is gathered about the extent of involvement in public life		The organisation actively informs and involves local people, including under- represented groups, in opportunities for public participation.		There is evidence that improvements have been achieved.	
			Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Outreach work or public campaigning has been undertaken to increase levels of participation by protected groups.		More people from under- represented groups are participating across a wider range of activities.	
				Criteria Decision makers are from a wider range of backgrounds.	Key Evidence Against Criteria

eadership					
Developing		Achieving		Excellent	
7.1	Overall Summary	7.2	Overall Summary	7.3	Overall Summary
The political and executive		Political and executive		Leaders have gained a	
eadership have publically committed		leaders demonstrate		reputation within the community	
to reducing inequality, fostering		personal knowledge and		and with all of its partners for	
good relations and challenging		understanding of local		championing equality, balancing	
discrimination.		communities and continue to		competing interests and	
		show commitment to reducing		fostering good relations.	
		inequality.			
	Key Evidence Against		Key Evidence Against	Criteria	Key Evidence Against Criteria
	Criteria		Criteria		
Senior leaders in the organisation		Senior leaders can		The organisation is able to show	
have stated their commitment to a		demonstrate their		that even when making difficult	
diverse workforce and have made		commitment to equality in		decisions it continues to	
clear what is expected from staff		decision making and how this		demonstrate a clearly articulated	
when delivering services to the		informs the way the		and meaningful commitment to	
community		organisation responds to		equality.	
		challenges			
Criteria	Key Evidence Against	Criteria	Key Evidence Against	Criteria	Key Evidence Against Criteria
	Criteria		Criteria		
eadership on equality is		Senior leaders demonstrate		Senior leaders have and own	
demonstrated in a way that is		knowledge and commitment		clear knowledge of local equality	
recognised and understood by the		to equality issues. They 'walk		priorities and how and why they	
organisation and local communities.		the talk'		are being addressed.	

Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Leaders have publicly committed to improving equality in their area.		There is evidence that equality considerations inform their decision making.		Senior leaders act as ambassadors for the equality agenda.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation has established and publicised a strong business case for its equality work.		Senior leaders understand the value and impact good communications can have and ensure that publications, websites and other communications channels are as diverse as possible		Senior leaders personally challenge inequalities and drive an improvement agenda.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation regularly communicates its commitment to promoting equality to staff and the community		The organisation promotes a positive narrative around equality and good relations across the whole community		Staff, the community or the voluntary and community sector can offer good examples of how effective communication and engagement with the Council has enabled the organisation to prevent or manage tensions between different equality groups.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There is evidence that publications reflect the organisation's commitment to equality and fostering good relations.		There are examples of where the organisation and its partners have had to take unpopular decisions but still managed to keep local communities on board.		The organisation plays a role in ensuring that all stakeholders collectively manage the conflicting needs of their communities.	
		Criteria	Key Evidence Against Criteria		
		The organisation has taken steps to counter negative stereotypes or dispel myths.			

Developing		Achieving		Excellent	
8.1	Overall Summary	8.2	Overall Summary	8.3	Overall Summary
Partnership working arrangements are being reviewed with the voluntary and community sector and the wider community to ensure that local equality priorities are addressed		There is a coherent, shared vision of equality for the local area, with clear priorities which have been agreed and understood by all key stakeholders, including the voluntary and community sector.		The organisation can demonstrate success in working with partners in the public, private, community and voluntary sectors to address equality priorities, which are reviewed on a regular basis.	
	Key Evidence Against Criteria		Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria

Corporate and partnership documents capture the commitment of the organisation and partners to equality.		There are shared equality priorities, objectives and outcomes for the local area which are understood and acted on at all levels within the organisation.		Staff, the community or the voluntary and community sector give good examples of improved outcomes/ reduced inequality/ improvements in health inequality.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Equality objectives are reflected in local strategic planning.		There is a clear shared vision for the area.		Review mechanisms are in place.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		The organisation and its partners monitor, review and evaluate performance against equality priorities, including inequality and health inequality.		There is evidence that cross- organisational learning is taking place.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		The results of these activities contribute directly to the development of the organisation's objectives.		The community and voluntary sector say that they are treated as equal partners by the Council.	

Developing		Achieving		Excellent	
9.1	Overall Summary	9.2	Overall Summary	9.3	Overall Summary
Due regard is taken to the aims of the general equality duty when making decisions and when setting policies.		Equality analysis/ impact assessment is integrated systematically into planning and decision making across the organisation.		The organisation can demonstrate that improvements in equality outcomes are being delivered as a result of effective equality analysis/ impact assessment, and that negative impacts have been mitigated.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation has an agreed approach to conducting equality analysis/ impact assessment of policy and service decisions.		There is senior level commitment to using and understanding equality analysis/ impact assessment to inform planning and decision making.		The organisation can demonstrate how equality analysis/ impact assessment has been used to identify needs and improve outcomes/ reduce inequality.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria

Training and support on equality analysis/ impact assessment is available.		The organisation's assessments are accessible, robust and meaningful.		The organisation can provide evidence of how or where equality analysis/ impact assessment has informed decision-making and led to different, tailored services that have improved outcomes.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Impact assessments take account of the views of those affected by the policy or decision.		There is evidence that Members routinely take account of equality analysis/ impact assessment when making decisions.		The organisation captures information about what budget/service cuts mean to people's lives.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		
There is a process for ensuring that equality impact assessments are sufficiently robust.		Decisions around budget cuts and savings have taken account of cumulative impact.			
		Criteria	Key Evidence Against Criteria		
		The findings, recommendations and conclusions are shared effectively to inform decisions and planning.			
		Criteria	Key Evidence Against Criteria		
		Mitigating actions are identified where appropriate.			

Developing		Achieving		Excellent	
10.1	Overall Summary	10.2	Overall Summary	10.3	Overall Summary
Equality objectives for the organisation have been set and oublished in accordance with the requirements to support the public sector Equality Duty.		Specific and measurable equality objectives have been integrated into organisational strategies and plans and action is being taken to achieve them. Outcomes are measured and monitored regularly by senior leaders.		The organisation can demonstrate a clear link between meeting their equality objectives and positive outcomes for its communities.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The specific duty to publish equality objectives has been met.		Equality objectives are integrated into organisational strategies and plans.		There is evidence that equality objectives have led to improved outcomes for people with protected characteristics.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria

Objectives are underpinned by robust equality analysis.		There is evidence of a link between equality objectives, business planning and performance management.		Actions to achieve priority outcomes are reviewed and regularly updated.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Objectives are SMART(Specific, Measurable Realistic, Achievable and Timely).		Progress is regularly monitored and reviewed.		Steps are taken if deficiencies are identified.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Members are kept informed of progress against equality objectives.		Stakeholders and staff are involved in the monitoring of objectives.	
				Criteria	Key Evidence Against Criteria
				An Annual Equality report is published and shared.	

Developing		Achieving		Excellent	
11.1	Overall Summary	11.2	Overall Summary	11.3	Overall Summary
Appropriate structures are in place		The setting and monitoring of		The organisation uses the	
to ensure delivery and review of		equality objectives is subject		scrutiny process as a driver for	
equality objectives.		to challenge, including		change. The organisation	
		through any organisational		benchmarks its achievements	
		bodies or groups and the		against comparable others and	
		political Overview and		shares its experience in	
		Scrutiny process.		developing good practice.	
Criteria	Key Evidence Against	Criteria	Key Evidence Against	Criteria	Key Evidence Against Criteria
	Criteria		Criteria		
There is an appropriate and		The Overview and Scrutiny		The organisation assesses its	
accountable leadership group/		function is used to scrutinise		performance and outcomes	
board/ forum who have responsibility		and challenge equality		against comparable	
for the equality agenda.		analysis / impact assessment		organisations.	
		objective setting and		-	
		monitoring.			
Criteria	Key Evidence Against	Criteria	Key Evidence Against	Criteria	Key Evidence Against Criteria
	Criteria		Criteria		
There are resources for supporting		The public are enabled to		Review mechanisms are in	
equality work.		monitor progress		place.	
		Criteria	Key Evidence Against	Criteria	Key Evidence Against Criteria
			Criteria		
		Progress and responses are		Some outcomes and priorities	
		reported regularly to the		have changed as a result of	
		leadership of the		Scrutiny review.	
		organisation.			
				Criteria	Key Evidence Against Criteria
				The organisation is approached	
				on a regular basis to provide	
				examples of, or showcase good	
				practice.	

THEMATIC AREA 3 - Responsive Services and Customer Care									
Commissioning and Procuring Services									
Developing		Achieving				Excellent			

12.1	Overall Summary	12.2	Overall Summary	12.3	Overall Summary
The organisation ensures that	, , , , , , , , , , , , , , , , , , ,	Mechanisms are in place to	,	The organisation can	,
procurement and commissioning	1	ensure that equality		demonstrate that commissioned/	
processes and practice take account	1	standards are embedded		procured services are helping it	
of the diverse needs of clients, and				achieve its equality priorities.	
		throughout the procurement		achieve its equality priorities.	
that providers understand the		cycle.	Equalities information		
requirements of the public sector			included legal contract		
Equality Duty.			documents and service		
	Openality and with Envirolity Apt				
	Compliance with Equality Act		specifications. Examples of		
	section 149 included in all legal		equalities compliance and		
	contract documents. Service		understanding the needs of		
	specification include specific		different groups can be		
	information relating to the		evidenced in the scoring		
	needs of the service users.		matrix for commissioning		
	Case studies show examples of		services with a percentage		Case studies show examples of services that use data to target
	understanding needs of service		of the score allocated for		particular groups (at risk groups in the HIV contract – services
	users and targeting services to		this purpose (VCS		designed to deliver better outcomes and establish consistency for
	meet specific needs or gaps.		recommissioning example)		particular groups in the VCS recommissioning example)
Criteria	Key Evidence Against	Criteria	Key Evidence Against	Criteria	Key Evidence Against Criteria
	Criteria		Criteria		
				There is evidence that contracts	
	1	The organisation considers		are being monitored using	
Guidance is available for suppliers		how the public pound is	Social value included in	quantitative and qualitative	
on the equality requirements for the		spent in regards to local	some contracts.	analysis. The results are	For commissioned services there are good examples of equalities
procurement and commissioning		procurement and influence	Procurement could develop	considered by both the supplier	data monitoring and context and perspective from service
process.	Procurement guidance?	on the local economy.	an example here?	and client.	providers and input from service users (HIV contract example).
Criteria	Key Evidence Against	Criteria	Key Evidence Against	Criteria	Key Evidence Against Criteria
	Criteria		Criteria		
There are standard equality clauses for contracts.	Yes – several examples of this, though worded differently standard information includes compliance with the Equality Act 2010 and reserving the right to request monitoring data to ensure services are accessible across the community.	Specifications take account of the different needs of users, for example through equality analysis/impact assessments.	Examples of service development to develop services to meet the needs of specific groups - Case studies provided demonstrate this.	There is evidence of providers meeting the organisations equality objectives.	There are wider objectives within each specification that link to strategic objectives – VCS and Drug and Alcohol service specs link well to wider strategies. (Case study examples)
		Criteria	Key Evidence Against	Criteria	Key Evidence Against Criteria
			Criteria		
					Case studies demonstrate providers commitments to ensuring
		Monitoring requirements are		1	people can access services and reporting shows data monitoring
		built into contracts to ensure		Providers understand and can	on people accessing services as well as providers efforts to reach
		equality issues are	HIV contract monitoring	articulate a commitment to	areas of the community or people from parts of the community
		addressed.	example (case Study)	equality.	deemed to be at greater risk.
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		The organisation has an			
		established Social Value		The organisation achieves	
		Framework. The Social value		considerable social value from	
		at a surface star for some second of	N/A	Its contracts	See note.
		of contracts is measured.	1 4/7 4		
		of contracts is measured.	Social value is evident in		
		of contracts is measured.			
		of contracts is measured.	Social value is evident in some service specs but this		
		or contracts is measured.	Social value is evident in some service specs but this is a more strategic		
			Social value is evident in some service specs but this		
		The performance of sub-	Social value is evident in some service specs but this is a more strategic	Local procurament is positively.	
			Social value is evident in some service specs but this is a more strategic	Local procurement is positively influencing the local economy	N/A

		Achieving		Excellent	
Developing		Achieving 13.2	Overall Summery	13.3	Overall Summary
13.1 Structures are in place to ensure equality outcomes are integrated into business objectives.	Overall Summary	Equality objectives are integrated into service plans across the organisation, with progress towards them performance managed by key decision makers.	Overall Summary	13.3 The organisation can demonstrate that improvements and equality outcomes are being delivered across the business.	Overall Summary
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Service plans are monitored regularly to ensure that equality objectives are being met.		Objectives address inequality and equality gaps.		Service Plans are designed and written with equality objectives in mind.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Equality analysis is fed into planning and assessment of service plans.		The needs of protected groups are taken account of.		Business plans review past performance, demonstrate how past objectives have been achieved, review performance and set new objectives.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Customer care policies highlight the needs of protected groups.		Service users have opportunities to comment on how services are planned.		Gaps have been identified in terms of who may not be using the service and why. Action has been taken to change services in response.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Objectives have specific timescales.		There is evidence of improved or improving outcomes, disaggregated where appropriate to demonstrate the effects on different communities/ protected groups.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Resource implications have been properly assessed.		There is evidence that Services are being co- produced with service users.	
		Criteria	Key Evidence Against Criteria		

	Key decision makers demonstrate that they continuously monitor, review and evaluate performance for equality objectives.		
		Key Evidence Against Criteria	
	Equality integrated into the performance management.		

Service Delivery Developing		Achieving		Excellent	
14.1	Overall Summary	14.2	Overall Summary	14.3	Overall Summary
	Overall Summary		Overall Summary	The organisation has systems in	Overall Summary
The organisation has systems to		There is evidence that			
collect, analyse and measure how		services are meeting the		place to use monitoring data and	
satisfied all sections of the		needs of a diverse		citizen feedback to redesign or	
community are with services.	Feedback captured – examples	community, and that take up		adapt services to ensure equity	
	of how this has been used is	of services is representative	Monitoring and feedback	of access, and can demonstrate	An area for improvement – examples exist in the case studies, I
	included in the case studies.	of the wider community.	examples.	where this has been done.	would make this an area for improvement for the JCU?
	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There are mechanisms in place for	VCS service user feedback	Service users are consulted	VCS recommissioning	Services are co-produced with	Some examples of this in the case studies, could be a further area
service users to be consulted about	informed recommissioning	effectively before services	example – outcomes	service users wherever possible	of improvement as part of the recommissioning process.
	process. Requirement for	are developed.	developed and clear	and service users are able to	
	service providers bidding for			influence changes.	
	the new VCS contracts to co-		develop solutions based on		
	produce solutions (see VCS		need, co-producing service		
	recommissioning case study)		solutions with service users.		
	Key Evidence Against	Criteria	Key Evidence Against	Criteria	Key Evidence Against Criteria
	Criteria		Criteria		
Social Value and Collaborative		Issues such as Social	Local Area Coordination	Initiatives such as Community	Procurement and community response better placed here.
Principles are reflected in the		Prescription and Social Value	and case studies and	Asset Transfers and Community	
organisations practical service		are used to measure	outcomes will evidence this.		
delivery.		outcomes which are not	There is a focus on social	evidence as delivered by local	
		delivered by the organisation.		communities instead of the local	
			<ul> <li>VCS recommissioning example.</li> </ul>	authority.	
Criteria	Kou Fuidence Areinet	Criteria	oxampion	Criteria	Key Evidence Against Criteria
	Key Evidence Against Criteria				
	Monitoring across	Access to and		There is evidence of how levels	Feedback from clients using services over time is evident within
	commissioned services –	appropriateness of services		of customer satisfaction with	the case studies. Could be an area for improvement to make this
5	examples included in case	is monitored regularly by		services have improved over	more consistent across all commissioned services.
services.	studies	senior leaders and decision		time.	
		makers.			
	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
	Examples where we have	Senior leaders and decision		Take up of services is	Where do we have monitoring evidence but not evidence of using
Services carry out mapping	mapped need using	makers demonstrate that they		representative of the community	it consistently to understand take up s representative of the
	demographic information are	continuously review and		in proportions that would be	community. HIV contract is a good example of monitoring take up
	included in the case studies.	evaluate access to services.		expected.	and focusing efforts on at risk groups and designing interventions
japs.	Some good examples of this.				to improve take up from those groups.

The organisation collects data about user satisfaction with its services. The mapping and satisfaction data collected is disaggregated by different equality groups or vulnerable communities.	We collect data – case studies show example of this.	Data about access to services and user satisfaction is used in equality analyses/ equality impacts assessment.	studies. Could be more consistent and more evident	There are examples of how different customers' experiences are analysed and acted upon.	Case studies show some evidence of this, could be improved/more consistent?
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Complaints are disaggregated by protected groups. There are mechanisms in place to enable staff to introduce business improvements.	As commissioners we review complaints as part of our monitoring, disaggregation of this information is not consistent.	A scrutiny/ evaluation process of services is in place.	Need to develop this further? Governance of some commissioned services, we have some examples of scrutiny and evaluation completed for key decision makers.	The organisation has taken steps to safeguard the human rights of individuals where these have been threatened.	Need to develop examples as case studies do not cover this but we will have examples across some of our services for vulnerable people.
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		
Appropriate mechanisms are in place to ensure that Human Rights considerations are identified when planning services and that	Information included in legal information and there is guidance and awareness and expectations set out to service	Human Rights issues are understood and considered when delivering services to customers and clients.	Information included in legal information and there is guidance and awareness and expectations set out to		
customers and citizens are treated with dignity and respect.	providers.		service providers.		
	providers.	Criteria	service providers. Key Evidence Against Criteria		

Workforce Diversity					
Developing		Achieving		Excellent	
15.1	Overall Summary	15.2	Overall Summary	15.3	Overall Summary
The organisation understands its		The organisation can		The organisation actively	
ocal labour market, and has		demonstrate movement		ensures that the profile of its	
mechanisms in place to monitor its		towards greater diversity in		workforce (including the profile	
workforce against protected		its workforce profile		of major providers of	
characteristics.		compared with previous		commissioned services) broadly	
		years, including increasing		reflects the community it serves /	
		the levels of previously under-		local labour market.	
		represented groups at all			
		levels of the organisation.			
Criteria	Key Evidence Against	Criteria	Key Evidence Against	Criteria	Key Evidence Against Criteria
	Criteria		Criteria		
The organisation is clear about its		Where there is evidence of		There are appropriate examples	
ocal labour market.		disproportionality, action is		of positive action to improve	
		being taken to reverse the		diversity.	
		trends.			
Criteria	Key Evidence Against	Criteria	Key Evidence Against	Criteria	Key Evidence Against Criteria
	Criteria		Criteria		
t has begun to identify the steps it		Succession plans and		There is evidence that the	
needs to take to achieve a diverse		recruitment processes		workforce profile at all levels	
workforce. These are reflected in		address under-		broadly matches the local labour	
recruitment policies and procedures.		representation.		market/community profile. This is	
				continually monitored.	

Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The progress of protected groups through the organisational hierarchy is monitored.		Specific and measureable employment targets been set to improve workforce diversity.		There are reasonable explanations for gaps (e.g. the community profile is constantly changing or largely retired population) and what the organisation is doing about it.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Equality mapping data is used as part of the analysis.		Selection panels are trained in Unconscious Bias. This includes senior recruitment panels where Members are involved.		Good use is made of flexible working arrangements and career pathway initiatives to address potential barriers and under representation.	
Criteria	Key Evidence Against Criteria				
Recruitment and selection is monitored at all stages of the process by protected characteristics.					

Developing		Achieving		Excellent	
16.1	Overall Summary	16.2	Overall Summary	16.3	Overall Summary
The organisation's workforce strategies and policies include equality considerations and objectives.		The equality objectives contained within workforce strategies are implemented and monitored.		Prioritised equality outcomes for the whole workforce are being achieved.	
	Key Evidence Against Criteria		Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
All employment policies and procedures comply with equality legislation and employment codes of practice.		The organisation has a basic set of policies and practices to enhance workforce equality and diversity including reasonable adjustments, equal pay, flexible working and family friendly policies.		The organisation has an excellent set of policies and procedures in place which are actively promoted to staff from all protected groups and used by managers to promote equality.	
	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation's workforce strategy identifies equality issues.		The equality aspects of the organisation's workforce strategy are being implemented and tracked.		Strategic, innovative and holistic approaches have been considered to improve outcomes.	
	Key Evidence Against Criteria		Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Targets and objectives are based on internal monitoring, staff consultation and the assessment of the local labour market and barriers to employment.		When necessary, changes have been made as a result of equality analysis findings.		Staff are involved in developing and monitoring these policies.	
	Key Evidence Against Criteria		Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria

New/changing employment policies and procedures are assessed for their impact on people with protected characteristics.		Managers apply policies and practices across the authority in a consistent manner for all staff.		Positive and tangible outcomes have been delivered as a result of the implementation of a wide range of policies and practices.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
All employment and training related policies are regularly reviewed.		Staff are engaged positively in employment and service transformation and in developing new roles and ways of working. Trade unions and partners are involved.		The organisation compares well with others.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The council is using its workforce data to develop training and development strategies that can support a wider equalities agenda for employees.		The training and development offer supports a wider equalities agenda for the organisation.		Outcomes are communicated to staff with protected characteristics.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
A range of inclusive structures are in place to engage and involve staff.		Training courses and development interventions are meeting the needs of different groups, and are making a difference in getting underrepresented groups of staff up the leadership ladder.		The organisation has high satisfaction levels across all staff groups in respect of staff engagement.	
					Key Evidence Against Criteria
				Training and development strategies are proven to be making a significant difference to the wider equality agenda for employees and for workforce	

Collecting, Analysing and Publishing Workforce Data										
Developing		Achieving								
17.1	Overall Summary	17.2	Overall Summary	17.3	Overall Summary					
Systems are in place to collect and analyse employment data across a range of practices (recruitment, training, leavers, grievance and disciplinaries etc).		The organisation regularly monitors, analyses and publishes employment data in accordance with its statutory duties.		The authority has a robust and comprehensive set of employment data and uses this to inform its workforce strategy and management practice.						
	Key Evidence Against Criteria		Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria					
The organisation reports annually on its Gender Pay Gap.		Data on applicants, people shortlisted and the composition of the workforce is systematically collected. This can be disaggregated by the protected characteristics.		Workforce data includes a wide range of information and protected characteristic profiles including pay levels, training opportunities, appraisal ratings.						
	Key Evidence Against Criteria		Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria					

People are encouraged to provide data and there are initiatives in place to increase the disclosure of equality information by staff.		The organisation's Gender Pay Gap is reducing and it is addressing any race pay gap.		The organisation considers pay gaps across other areas of inequality such as religion and belief/ race- ethnicity/ age, disability etc.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Diversity monitoring information is separated from recruitment decisions and held securely.		There is evidence that workforce data is analysed and reported to senior leaders regularly.		The organisation understand the effects of employment policy and practice on its workforce.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
GDPR processes are in place and regulations are being met.		Workforce information is published to cover basic legal requirements and includes analysis of pay/job evaluation outcomes.		The organisation has sufficient information about staff to inform robust equality analysis.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		There is evidence that the organisation is actively working on reducing its Gender Pay Gap		The workforce profile is updated regularly.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Action has been taken as a result of monitoring, trends are being identified and used to help establish objectives.		Data is looked at organisationally and service by service.	
				Criteria It is possible to analyse data by all the protected characteristics.	Key Evidence Against Criteria

Learning and Development	earning and Development										
Developing		Achieving		Excellent							
18.1	Overall Summary	18.2	Overall Summary	18.3	Overall Summary						
The organisation carries out regular		The organisation provides a		Decision makers understand the							
assessments of the training and		range of accessible learning		importance of equality when							
learning and development needs		and development		making decisions and in how							
required to ensure its councillors		opportunities to support		they use resources. Services are							
and officers are equipped to		councillors and officers in		provided by knowledgeable and							
understand their equality duties and		achieving equality objectives		well-trained staff who are							
take action to deliver equality		and outcomes.		equipped to meet the diverse							
outcomes.				needs of local communities.							
	Key Evidence Against	Criteria	Key Evidence Against	Criteria	Key Evidence Against Criteria						
	Criteria		Criteria								
An assessment has been made as to		Equality and diversity forms		Managers and staff are							
what equality-related training,		part of the training and		accountable for ensuring							
learning or development is required.		development for key decision		equality outcomes. They can							
		makers.		give examples of improved							
				equality outcomes they have							
				contributed to.							
Criteria	Key Evidence Against	Criteria	Key Evidence Against	Criteria	Key Evidence Against Criteria						
	Criteria		Criteria								

Appropriate behavioural competencies have been identified for the workforce.		There is evidence that equality issues are mainstreamed into all training (e.g. training on customer care.		Good performance is recognised in the appraisal process and more generally.	
Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Induction training for new Members includes equality and all Members are offered Equality training.		Different methods are used to promote learning to a wide audience (e.g. standard courses, coaching, mentoring).		Staff feel their skills have improved and that they are able to relate effectively with a range of clients.	
Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Appraisal processes ensure staff and managers are aware of their equality-related responsibilities and accountabilities.		Management and individual appraisals include specific equality objectives for the service area.		Staff can answer questions about the council's equality priorities.	
				Criteria	Key Evidence Against Criteria
				Feedback from service users in protected groups is positive about the skills of staff in dealing	

Developing		Achieving		Excellent	
19.1	Overall Summary	19.2	Overall Summary	19.3	Overall Summary
The organisation has begun to		The organisation promotes		There is a positive health and	
consider how it can address the key		the health and well-being of		wellbeing culture throughout all	
employee health and wellbeing		staff in its workforce and		levels and areas of the service.	
issues.		other policies.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation uses workforce		There is a coherent Health		Approaches to health and	
data and other information from staff		and Wellbeing Strategy that		wellbeing are innovative.	
to determine what its health and		addresses a range of related		Ũ	
wellbeing priorities are.		issues.			
Criteria	Key Evidence Against	Criteria	Key Evidence Against	Criteria	Kev Evidence Against Criteria
Cinteria	Criteria	Chiena	Criteria	Chiena	Rey Evidence Against Chiena
The organisation has assessed all		Improvements have been		.The organisation has adopted	
aspects of the working environment		made to the working		the Social model of disability	
to ensure that the needs of all its		environment.			
employees are met.					
Criteria	Key Evidence Against	Criteria	Key Evidence Against	Criteria	Key Evidence Against Criteria
	Criteria		Criteria		
A range of inclusive mechanisms are		Staff are engaged positively		There have been significant	
in place to engage and involve staff.		in employment and service		outcomes in the health and	
		transformation and in		wellbeing of all staff including	
		developing new roles and		those with protected	
		ways of working.		characteristics.	
Criteria	Key Evidence Against	Criteria	Key Evidence Against	Criteria	Key Evidence Against Criteria
	Criteria		Criteria		
Policies and systems are in place to		Reasonable Adjustments are		There are high satisfaction	
identify, prevent and deal effectively		provided in a timely fashion		levels with the working	
with harassment and bullying at		consistently across the		environment across all staff	
work.		organisation.		groups particularly those with	
	1		1	protected characteristics.	

Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation has a policy for Reasonable Adjustments for staff and Members and managers are trained to implement it.		Occupational health works closely with HR to identify and address absence trends.		The organisation has high satisfaction levels across all staff groups in respect of staff engagement.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Occupational health services are provided.		Managers have received training on mental health awareness and say they are equipped to address staff		Harassment and bullying at work is dealt with effectively and staff say that they are treated with dignity and respect.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		
The organisation has started to address mental health issues in the workplace		Harassment and bullying incidents are monitored and analysed regularly.			
		Criteria	Key Evidence Against Criteria		
		Appropriate action is taken to address the issues that have been identified.			

Developing			Achieving		Excellent	
20.1	Overall S	ummary	20.2	Overall Summary	20.3	Overall Summary
The organisation has begun to consider how it can address the key employee race equality, issues, concerns and barriers.			The organisation promotes and practices race equality in its workforce and other policies.		There is a positive and inclusive race equality culture and performance throughout all levels and areas of the service.	
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps	
Secondments	Are they transparent, fair, advertised, open and merit based?					
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps	
Recognition, pay and reward	Is everyone recognized fairly and consistently? Is there unfairness in pay and performance (eg ratings) and reward (eg recognition payments)? Is there an otheristic pay con?					
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps	
Policies and Best Practice	balance equally offered? are reasonable adjustments consistent and meet individual needs? Are all policies and processes free from					

Criteria		Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
	Is the process equitable and	Developing	Admit vilig	Exteriori	
	fair? Are there equal internal				
	progression opportunities? Is				
Recruitment	there bias in recruitment				
	practices? Do applicant and				
	hiring rates reflect local				
Critoria	communities?	Key Evidence Against	Key Evidence Ansinet	Key Syldenes Areinst	Summers Annings Criteria and Detential Next Stone
Criteria	Criteria Description	Key Evidence Against	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
	Is there a culture of mentoring	Developing	Achieving	Excellent	
	and coaching, accessible and				
	available to all? Are there				
Mantada a sud Os sabia a	reverse mentoring				
Mentoring and Coaching	opportunities? Can all staff				
	discuss and get development				
	with their line managers? Are				
Orthonia	there role models?	Key Feddamen A. J. J.	Kau Faidana 🔺 👌	Kau Fuldanaa A. J. J.	Oursements American Colorain and Detential Ment Of an
Criteria		Key Evidence Against	Key Evidence Against	Key Evidence Against	Summary Against Criteria and Potential Next Steps
	Do BAME staff have long	Developing	Achieving	Excellent	ļ
1	length of service, poor				
	progression, unable to				
	showcase / demonstrate ability				
Progression	and are there unequal access				
	to opportunities. Is there				
	recruitment bias in				
	progression? Are internal				
	ninelines understood?				
Criteria	Criteria Description	Key Evidence Against	Key Evidence Against	Key Evidence Against	Summary Against Criteria and Potential Next Steps
		Developing	Achieving	Excellent	
	Is there a poor employee				
	experience and what does it				
	look and sound like? Is there				
Retention	poor behaviours, internally and				
	externally and ways to call				
	these out, tackle and resolve these? Is there high BAME				
	turnover re joiners and				
Criteria		Key Evidence Against	Key Evidence Against	Key Evidence Against	Summary Against Criteria and Potential Next Steps
		Developing	Achieving	Excellent	· · · · · · · · · · · · · · · · · · ·
	Are there effective Network				
	Groups, with clear terms of				
	reference, standard operating				
	procedures, senior sponsors,				
Employee Network Groups	committees and a clear				
•	governance structure and				
	pathways? Do they have an				
	evidenced workplan, a communications plan and act				
	as a constructive and focused				
Criteria		Key Evidence Against	Key Evidence Against	Key Evidence Against	Summary Against Criteria and Potential Next Steps
		Developing	Achieving	Excellent	
	Are BAME staff able to speak	· · ·			
	out, report and surface any				
	workplace issues, in relation to				
Employee Voice and Speaking Out	behaviours, decisions, pay and				
, -, and opening out	reward, abusive customers will				
	these be taken seriously. Are				
	there unintended				
Criteria	consequences for the victim? Is Criteria Description	Key Evidence Against	Key Evidence Against	Key Evidence Against	Summary Against Criteria and Potential Next Steps
		Developing	Achieving	Excellent	
	<u> </u>	Developing	Achieving	Excendin	

1	And the set in an end		1	1	
	Are there in-groups, out-				
	groups, favoritism, bias? Is				
Culture	there low confidence, self-				
	esteem for BAME Staff? Is				
	there an inclusive culture and				
	behaviours? Are there				
Criteria	Criteria Description	Key Evidence Against	Key Evidence Against	Key Evidence Against	Summary Against Criteria and Potential Next Steps
		Developing	Achieving	Excellent	
	Are there disparities in				
	objective setting, performance				
	reviews, workplace allocation				
Performance	and performance ratings for				
	BAME staff? Are there less				
	exceeded target ratings for				
	BAME staff?				
Criteria	Criteria Description	Key Evidence Against	Key Evidence Against	Key Evidence Against	Summary Against Criteria and Potential Next Steps
ontona	ontena Desemption	Developing	Achieving	Excellent	Caninal y Against Ontona and Fotonian text Otopo
	Is line management inclusive?	Developing	Achieving	Excellent	
	Is there consistent wellbeing				
	support, respect, development				
Line Management relationship and					
Eine management relationship and	management? Can you call out				
	poor behaviours to line				
	managara, who will halp you to				
Criteria	Criteria Description	Key Evidence Against	Key Evidence Against	Key Evidence Against	Summary Against Criteria and Potential Next Steps
		Developing	Achieving	Excellent	
	Are all processes, procedures	2010:00:00	, ionio i ng		
	and practices consistent, of				
	high quality with no adverse				
Workplace practices	impacts on BAME staff. Are				
	BAME staff given unfavourable				
	work allocation, shift patterns.				
Criteria	Criteria Description	Key Evidence Against	Key Evidence Against	Key Evidence Against	Summary Against Criteria and Potential Next Steps
ontena	ontena Description	Developing	Achieving	Excellent	Summary Against Ontenia and Fotential Next Steps
	Are there any disparities in HR	Deteloping	Admeting	Exteriorit	
	cases brought forward by				
	BAME staff? Are there				
	disparities in outcomes? Are				
	there disparities in BAME				
	employees experiencing				
	disciplinary procedures and				
	disproportionate outcomes /				
Employee Relations	sanctions? Is there a healthy				
	Employee Relations culture		1		
	between the TUs and				
	organisation on Race Equality?				
	How satisfied are BAME staff		1		
	with the outcomes of formal /				
	informal complaints and				
Criteria	Criteria Description	Key Evidence Against	Key Evidence Against	Key Evidence Against	Summary Against Criteria and Potential Next Steps
		Developing	Achieving	Excellent	
	is there consistent and fail				
			1		
	opportunities to learning and				
	development opportunities for				
Development opportunities					
Development opportunities	development opportunities for				
Development opportunities	development opportunities for non-mandatory courses, local				
Development opportunities	development opportunities for non-mandatory courses, local opportunities, shadowing,				
	development opportunities for non-mandatory courses, local opportunities, shadowing, projects, daily tasks? Are development plans	Kau Duidenne Ansinci	Kau Fuidence Aminat	Kau Fuidance Arginet	Summers Assist Oritorie and Detertial New Class
Development opportunities Criteria	development opportunities for non-mandatory courses, local opportunities, shadowing, projects, daily tasks? Are	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps

_	_	_	_	_	
	Is there an effective work				
	practice of timely and				
	meaningful Equality and Health				
	Impact Assessments and do				
	they fully consider, consult and				
Impact Assessments	improve outcomes for BAME				
inipuot Abbesoments					
	employees, service users and				
	communities. Are managers				
	skilled in delivering these and				
	leaders skilled in reviewing				
	these? Is the political				
Criteria	Criteria Description	Key Evidence Against	Key Evidence Against	Key Evidence Against	Summary Against Criteria and Potential Next Steps
		Developing	Achieving	Excellent	
	is there clear Governance				
	structures, EDI sponsors and				
	local leads and measures?				
	How do we actively monitor				
	need, progress and impact?				
Governance	Are we aware of our drivers				
	(internal, external, legal, Public				
	Authority, regulatory, GLA,				
	London Councils). Are all				
Criteria	Criteria Description	Key Evidence Against	Key Evidence Against	Key Evidence Against	Summary Against Criteria and Potential Next Steps
	entena 2000 ipiton	Developing	Achieving	Excellent	
	Is the leadership pro-actively	Developing	Admie ting	Execution	
	engaged in the EDI Agenda. Is				
	the leadership actively anti-				
	racist. Does the leadership				
	create active leadership				
Leadership	listening opportunities? Does				
	the leadership attend Inclusive				
	Leadership development? Do				
	Leaders have EDI performance				
	targets, measures, with				
	leadership development on				
	how to deliver against				
Criteria	Criteria Description	Key Evidence Against	Key Evidence Against	Key Evidence Against	Summary Against Criteria and Potential Next Steps
ontena	ontena Desemption	Developing	Achieving	Excellent	
	Are there dashboards,	Developing	Achieving	Excellent	
	scorecards, inclusion index,				
	recruitment data, staff survey				
	data, effective reporting,				
	service users data and				
Data and Reporting	integrated People Plans? Do				
bata ana risporting	these show a clear BAME				
	analysis and narrative? Are	1			
	these circulated and do	1			
	managers have the skills to	1			
	interpret and respond by	1			
	obil toti				
Criteria	Criteria Description	Key Evidence Against	Key Evidence Against	Key Evidence Against	Summary Against Criteria and Potential Next Steps
		Developing	Achieving	Excellent	
		1		1	
	Are there differential and	1		1	
	adverse experiences of BAME	1			
		1		1	
	staff, due to their background?	1		1	
	Are these reported and	1		1	
Frontline Employee Experience	responded to by the	1			
	organisation? Is the required	1			
	support provided? Are services	1			
	designed to protect and	1			
	safeguard staff?				
				1	

Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Community Relationships	What is the Council's reputation as an employer of choice? Are there tensions in the community between different groups? Does the Council understand the demographic diversity and needs of different customer, service users and community groups? How does the Council understand this and use this intelligence to design and deliver inclusive and accessible services, safeguarding staff?				
	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
	Inclusion (issues not people) – Are issues/concerns pertinent to race proactively included/welcomed from the outset without resistance (and without having to be proposed by BAME staff)?				
	Perceptions (of none BAME staff) – From the perspective of non-BAME staff, how proactive is Havering Council in dealing with issues of race/racism and how well does it deliver on these issues?				
	Perceptions (of BAME staff) – From the perspective of BAME staff, how proactive is Havering Council in dealing with issues of race/racism and how well does it deliver on these issues?				
Attitudes, perceptions, values and beliefs and systemic race inequality	staff, how proactive is Havering Council in dealing with issues of race/racism and how well does it deliver on these issues?				
	Attitudes (of non-BAME staff) – To what extent do non-BAME staff, across all grades, understand the impacts of race inequality in Britain, the impact it has on BAME citizens and their role in becoming anti- racist?				

What is the visible leadership, HR and Trade Union's commitment and practices, in tackling issues around race inequality?		
Systemic Racism – How well is racism (local, national and global) recognised and understood, in particular the effect it have on issues / decisions and behaviours within the borough and the council?		

## Race, Equality, Accessibility, Diversity and Inclusion (READI) - Service Evidence Capture Self-Assessment

Directorate :			Service Name /s :		
Nominated Lead :					
How To Guide :					
There are 4 thematic areas to provide evid - specific, service related examples of poli - then, identify areas of improvement, cha - work across each standard and leave bla - once complete, fill in the overall summar	ch will automatically update. It is divided into service dence for (please note the additional Race Equality S cies, procedures and practice that have positive impa allenges and barriers to more inclusive service provisi ink, if no evidence exists or state in progress, if this is ry of performance, in each section g.gov.uk (EDI and Race Relations Consultant) if you n	ection in Theme 4). Please only f acts and outcomes for diverse gr ion, workplaces and community planned	ill in the most relevant sections. Starting wi oups		t in :
THEMATIC AREA 1 - Understanding	and Working with your Communities				
Collecting and Sharing Information					
Developing	ſ	Achieving		Excellent	
1.1	Overall Summary	1.2	Overall Summary	1.3	Overall Summary
The organisation has gathered and published information and data on the profile of its communities and the extent of inequality and disadvantage. Plans are in place to collect, share and use equality information with partners.	The Data Intelligence Hub contains all the council's publicised data, JSNA's and ONS data. This is accessible to the public and partners.	Relevant, proportionate and appropriate information about the local communities and their protected characteristics is being gathered. Information is shared across the organisation and with partners	A number of presentations have been given to the VCS aroudn the data profile of the borough, including demographics, employment and health outcomes.	A comprehensive set of information about local communities/protected characteristics needs and outcomes is regularly updated and published and used to identify priorities for the local area	The Ministry of Housing, Communities and Loca Government funded Havering thorugh the Controllign Migration Fund, for an origins analysis and values survey to greater understand the changing population in the borough. Whilst this isn't published in full, it is used as part of presentations to the VCS and Partners to greater inform need.
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation is clear about what sources of information (both local and national) are relevant and useful.	We obtain data through all internal data teams, and external sources such as the ONS and NOMS.	Information is disaggregated and analysed on the basis of different communities, including those sharing protected characteristics.	Data is presented in a number of forums and tailored to represent need and relevance.	The Council is working with partners to continuously develop new and innovative data sharing platforms.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation knows what information is already being collected – internally and by its partners, including voluntary and community sector stakeholders?	Information is collected from VCS stakeholders to ensure they are supported and can respond approirately to the needs of the community - COVID has greatly enhanced cooperation in his area.	Quantitative and qualitative research methods are used to gather data and information.	information sharing forums such as compact, and informal meetings provide both qualitative and quantiative data gathering. Contracts with providers have both qualitative and quantative measurements.	The organisation has a sophisticated understanding of the difference between the equality profile of their local area and how that translates to inequalities for different groups.	The organisation is intending to use forums such as the Community Cohesion and Engagement Forum to reach this level of understanding.
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Some information and data has been gathered and published.	See online Data intelligence Hub	National and regional data is used and analysed.	See Onling data intelligence hub.	Changing needs are identified and prioritised across a wide range of services and outcomes by, for example, referring to the Equality and Human Rights Commission's Equality Measurement Framework.	This area of the organisation identifies changing needs and requirements, and as a result obtains membership to organisations such as the Business Disability Forum etc.
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation is working with its partners to ensure information is shared effectively.	Prompt external orgainstions to access the data intelligence hub to further their own servicse and funding goals.	Information from ward councillors is gathered in a systematic way.	Lead Member Briefings and champion for the voluntary and community sector to ensure an exchange of infomration. And adhoc meetings where required.	Data is regularly updated and used to set priorities across the organisation and in different services, by geographical area and by protected characteristic.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Partners ensure efficient collection of data that avoids duplication.		Data is easily accessed, shared and used by departments across the organisation.		There is evidence of a continuous improvement of the quality of the data.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The authority is compliant with GDPR legislation in its collection, analysis storage and use of data and information	If information is requested, it is always GDPR compliant. Also included in the Data protection Notive on the Council's website.	The organisation is working with partners to address identified gaps in information. Data is disaggregated using the same or similar categories.		The organisation is working with partners to ensure that changing needs are identified and met.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria

	Information is being shared to identify and measure equality gaps and to inform outcomes for the area.		partners/health colleagues and stakeholders access and use the information.	Consistent signposting for VCS organisaitons to data. CAVs Bronze, COMPACT etc all share information and recieve briefings on all relevant information.
	Criteria	Key Evidence Against Criteria		
	There are robust and effective protocols in place for sharing information between partners and to ensure data protection			
	Criteria	Key Evidence Against Criteria		
	Information is being captured about health inequality.			

Developing		Achieving		Excellent	
2.1	Overall Summary	2.2	Overall Summary	2.3	Overall Summary
vstems are being developed to analyse soft and ard data/intelligence about communities, their seds and aspirations.		Information and data is disaggregated and analysed to support the assessment of local need, impacts of changes to services and priorities.		Up to date and comprehensive equality data is used regularly to plan and assess impacts of decisions.	
riteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
ne organisation is developing and improving stems for collating and analysing the different ts of data being collected.		Data is used to inform the setting of relevant equality objectives, and these are regularly monitored.		The organisation and its partners are using data in the most innovative ways such as predictive analytics to target service interventions	
riteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
nformation is collected by front-line staff or key lecision makers and taken account of.		Data is used in service planning, commissioning and decision making.		Data is being used to predict and measure demand for services	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria
The authority is compliant with GDPR legislation, analysis and use of data and information		Data is continuously gathered and analysed.		Achievement of outcomes are measured and there is evidence of gaps being narrowed.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Information is disaggregated in a meaningful way, by relevant protected characteristic and other factors (such as deprivation or rurality) and analysed on a regular basis. Information is used to identify and prioritise on the basis of need.		Performance is monitored against equality objectives and outcomes including procured and commissioned services, and with key partners and other stakeholders.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Information and data is used effectively as part of impact assessment/risk assessment and giving due regard to the public sector equality duty.		Equality outcomes for commissioned and procured services are monitored and reported on.	

Effective Community Engagement								
Developing		Achieving		Excellent				
3.1	Overall Summary	3.2	Overall Summary	3.3	Overall Summary			
being developed throughout the organisation.		Engagement mechanisms and structures are in place to involve equality stakeholders and scrutinise		Formal and informal interactions takes place between the organisation and its diverse communities. Communities from across the	Community Cohesion and Engagement Forum.			
There are opportunities for communities to be involved in decision making.		service delivery, decision- making and progress. The organisation engages with all its communities when making decisions, including those with protected characteristics.		protected groups are actively participating in and influencing decision making.				
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria			

The organisation has an engagement strategy. It	VCS strategy was coproduced with the VCS this will be	People from protected groups are	Engagement with the BAME Forum, Havering	There are a range of innovative approaches to	
is clear about different levels of engagement (i.e.	renewed in 2022.	encouraged and enabled to	Asian Welfare Association, House Of Polish and	involving communities and arrangements are	
informing, consulting, participating, co-		participate in decision making.	European Community, to ensure they are	made to meet specific or individual needs.	
producing) and when these are appropriate.	Cohesion strategy is due an update in 2022 - engagement		informed of ongong consultations and can		
	sessions are being planned.		participate in forums and potenial for additional		
			funding.		
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Engagement structures are in place	Newsletters, social media, regular forum meetings	A range of engagement	This has been greatly restricted due to COVID	Vulnerable people/ communities are	noy Ernashes Agamet ernena
Engagement ettaetaree are in place	nonoiolatoio, ooola moala, rogala foram moolingo	methodologies are used.	and business as usual engagement has moved	participating including the hardest to reach in	
			online.	the community.	
			oninto.	and community.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There are opportunities for protected groups to	Consultations are open to all, and communications with	Priorities have been changed as a		There is evidence that mainstream	
be engaged with decision making.	community groups encourage participation.	result of engagement with a clear		engagement mechanisms are increasingly	
		and demonstrable evidence basis.		involving previously under-represented	
				groups.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation can evidence examples of these		The organisation and partners	Forums such as the COMPACT provide	Communities are encouraged or supported to	
opportunities.	Coordiantion, Hub steering groups, cold spot funding pilot.	engage collectively/share	opportunities for feedback and information	influence or make decisions.	
		information and results of	sharing.		
		engagement activities to ensure that			
		particular groups are not being over			
0-141-	Key Fuldence Analysis Onlysis	consulted with.	Key Foldenes Anglast Orkeda	Criteria	Kan Fuldana a Analmat Osharla
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria
Shared engagement structures/mechanisms are	COMPACT	There is an increase in the	Virtual Meetings have provided more opportunity	Staff and stakeholders are able to describe	
in development with partners.		involvement of underrepresented	for smaller groups to attend, this is liekly to continue after COVID due to the increased	levels of influence within the community and	
		groups.		changes made as a result.	
			engagement.		
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There are some shared engagement activities	SNB and BME Forum (pre-COVID) held community	Engagement with the community	A numbe rof consultations have been presented	Key decision makers are involved in the	Chair of the COMPACT sits on funding panels,
with partners.	engagement events supported by the council. There are	and voluntary sector and the wider	at the COMPACT, including the JCU, Romford	engagement process.	COVID Gold Groups. Lead Member attends all
	plans for this to recommence once it is safe to do so.	community effectively inform	Masterplan, Havering Changing Project etc.		panels and COMPACT Steering Groups and
					panels and COMPACT Steering Groups and
	ľ	decisions.			SLT are regularly briefed on funding for the
					SLT are regularly briefed on funding for the
			Key Evidence Against Criteria	Criteria	SLT are regularly briefed on funding for the VCS.
		decisions.		Criteria There is evidence of partnership	SLT are regularly briefed on funding for the
		decisions.	Key Evidence Against Criteria		SLT are regularly briefed on funding for the VCS. Key Evidence Against Criteria
		decisions. Criteria There are processes and plans	Key Evidence Against Criteria	There is evidence of partnership arrangements leading to improved outcomes	SLT are regularly briefed on funding for the VCS. Key Evidence Against Criteria
		decisions. Criteria There are processes and plans throughout the organisation and with	Key Evidence Against Criteria	There is evidence of partnership	SLT are regularly briefed on funding for the VCS. Key Evidence Against Criteria
		decisions. Criteria There are processes and plans throughout the organisation and with partners to increase stakeholder and	Key Evidence Against Criteria	There is evidence of partnership arrangements leading to improved outcomes	SLT are regularly briefed on funding for the VCS. Key Evidence Against Criteria
		decisions. Criteria There are processes and plans throughout the organisation and with partners to increase stakeholder and voluntary and community sector	Key Evidence Against Criteria	There is evidence of partnership arrangements leading to improved outcomes	SLT are regularly briefed on funding for the VCS. Key Evidence Against Criteria
		decisions. Criteria There are processes and plans throughout the organisation and with partners to increase stakeholder and voluntary and community sector	Key Evidence Against Criteria	There is evidence of partnership arrangements leading to improved outcomes	SLT are regularly briefed on funding for the VCS. Key Evidence Against Criteria
		decisions. Criteria There are processes and plans throughout the organisation and with partners to increase stakeholder and voluntary and community sector involvement in informing prio	Key Evidence Against Criteria COMPACT	There is evidence of partnership arrangements leading to improved outcomes in participation.	SLT are regularly briefed on funding for the VCS. Key Evidence Against Criteria COMPACT
		decisions. Criteria There are processes and plans throughout the organisation and with partners to increase stakeholder and voluntary and community sector involvement in informing prio Criteria	Key Evidence Against Criteria COMPACT Key Evidence Against Criteria	There is evidence of partnership arrangements leading to improved outcomes in participation. Criteria	SLT are regularly briefed on funding for the VCS. Key Evidence Against Criteria
		decisions. Criteria There are processes and plans throughout the organisation and with partners to increase stakeholder and voluntary and community sector involvement in informing prio Criteria increase stakeholder and voluntary	Key Evidence Against Criteria COMPACT Key Evidence Against Criteria The CAVS Bronze group during COVID has had a	There is evidence of partnership arrangements leading to improved outcomes in participation. Criteria Partners are open to challenge and	SLT are regularly briefed on funding for the VCS. Key Evidence Against Criteria COMPACT
		decisions. Criteria There are processes and plans throughout the organisation and with partners to increase stakeholder and voluntary and community sector involvement in informing prio Criteria increase stakeholder and voluntary and community sector involvement	Key Evidence Against Criteria COMPACT Key Evidence Against Criteria The CAVs Bronze group during COVID has had a significant impact informating community	There is evidence of partnership arrangements leading to improved outcomes in participation. Criteria	SLT are regularly briefed on funding for the VCS. Key Evidence Against Criteria COMPACT
		decisions. Criteria There are processes and plans throughout the organisation and with partners to increase stakeholder and voluntary and community sector involvement in informing prio Criteria increase stakeholder and voluntary	Key Evidence Against Criteria COMPACT Key Evidence Against Criteria The CAVS Bronze group during COVID has had a	There is evidence of partnership arrangements leading to improved outcomes in participation. Criteria Partners are open to challenge and	SLT are regularly briefed on funding for the VCS. Key Evidence Against Criteria COMPACT
		decisions. Criteria There are processes and plans throughout the organisation and with partners to increase stakeholder and voluntary and community sector involvement in informing prio Criteria increase stakeholder and voluntary and community sector involvement	Key Evidence Against Criteria COMPACT Key Evidence Against Criteria The CAVs Bronze group during COVID has had a significant impact informating community	There is evidence of partnership arrangements leading to improved outcomes in participation. Criteria Partners are open to challenge and	SLT are regularly briefed on funding for the VCS. Key Evidence Against Criteria COMPACT
		decisions. Criteria There are processes and plans throughout the organisation and with partners to increase stakeholder and voluntary and community sector involvement in informing prio Criteria increase stakeholder and voluntary and community sector involvement	Key Evidence Against Criteria COMPACT Key Evidence Against Criteria The CAVs Bronze group during COVID has had a significant impact informating community	There is evidence of partnership arrangements leading to improved outcomes in participation. Criteria Partners are open to challenge and	SLT are regularly briefed on funding for the VCS. Key Evidence Against Criteria COMPACT
		decisions.  Criteria  There are processes and plans throughout the organisation and with partners to increase stakeholder and voluntary and community sector involvement in informing prio  Criteria increase stakeholder and voluntary and community sector involvement in informing priorities.	Key Evidence Against Criteria COMPACT Key Evidence Against Criteria The CAVs Bronze group during COVID has had a significant impact informating community priorities during COVID.	There is evidence of partnership arrangements leading to improved outcomes in participation. Criteria Partners are open to challenge and constructive criticism.	SLT are regularly briefed on funding for the VCS. Key Evidence Against Criteria COMPACT Key Evidence Against Criteria
		decisions.  Criteria  There are processes and plans throughout the organisation and with partners to increase stakeholder and voluntary and community sector involvement in informing prio  Criteria  Increase stakeholder and voluntary and community sector involvement in informing priorities.  Criteria	Key Evidence Against Criteria COMPACT Key Evidence Against Criteria The CAVs Bronze group during COVID has had a significant impact informating community priorities during COVID.	There is evidence of partnership arrangements leading to improved outcomes in participation. Criteria Partners are open to challenge and constructive criticism. Criteria Where there is very limited or no actual representation within a local demographic, the	SLT are regularly briefed on funding for the VCS. Key Evidence Against Criteria COMPACT Key Evidence Against Criteria Key Evidence Against Criteria
		decisions. Criteria There are processes and plans throughout the organisation and with partners to increase stakeholder and voluntary and community sector involvement in informing prio Criteria Criteria Criteria Feedback is given and people in the	Key Evidence Against Criteria COMPACT Key Evidence Against Criteria The CAVs Bronze group during COVID has had a significant impact informating community priorities during COVID.	There is evidence of partnership arrangements leading to improved outcomes in participation. Criteria Partners are open to challenge and constructive criticism. Criteria Where there is very limited or no actual	SLT are regularly briefed on funding for the VCS. Key Evidence Against Criteria COMPACT Key Evidence Against Criteria Key Evidence Against Criteria

Developing		Achieving		Excellent	
4.1	Overall Summary	4.2	Overall Summary	4.3	Overall Summary
Structures are in place within the organisation and across partnerships to understand community relationships and map community tensions.	CONTEST Board recieves briefigns and intelligence from the police and other partners which inform our understanding of Community Tensions.	have a strong understanding of the quality of relations between different communities and collectively monitor relations and tensions. The	meetings to monitor community tensions and wider extremisim concerns, including teh Security	approach to fostering good relations which has resulted in measurable improvements in relationships between diverse communities	Working with local community leaders on issues affecting their community. For example, local imam is struggling to find a premises suitable for a Mosque, we are working with plannign and regeneration to identify potential locations and a path to achieving a premises (incl. planning permission)

Criteria	Key Evidence Against Criteria	Criteria		Criteria	Key Evidence Against Criteria
There are joint partnerships responsible for monitoring community tensions.	SRM	Harassment and hate crimes are monitored and analysed regularly	Use of the MOPAC dashboard to monitor Hate Crime increases and hotspork. Workign with partners Stop Hate UK to monitor any ongoing situations and regular meetings with the police Hate Crime SPOC to ensure any areas of concern are identified.	Information is available to show there has been an improvement in community relations.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The Community Safety Strategy addresses the issue of community cohesiveness	There is a seperate Community Cohesion Strategy for renewal in 2022, this is linked to the Community Safety Partnership Actions.	Appropriate action is taken to address the issues that have been identified.	Partnership Meetings.	The organisation works with others to improve performance on good relations between diverse communities.	Multi-Agency response to hotspots or areas of concern.
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria
Council leaflets/ posters/ communications/ events promote positive relations.	Number of positive examples from Comms. Could we use Census here?	Members play a role in monitoring community relations and reporting intelligence	Members feedback provide feedback through the O&S Crime and Disorder Committee, or when a resident has raised concerns (for example, the Patriotic Alternative Leaflet)	The Council's leaders maintain a high profile on community relations. The Council makes use of Members' links with different communities depending on circumstances.	
		Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria
		Data is available, and is it disaggregated to cover the protected characteristics.	Data Intelligence Hub - REDACTED do you have anything specific to add?	The Council plays a leading role in bringing the partners and the community together if there are serious incidents of hate crime.	Structures exist regarding this.
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Data is regularly analysed and acted upon.	In a multi-agency meeting. Community Tensions are monitored on a daily basis.	There is obvious and demonstrable cross- over between equality, diversity and community cohesion.	The EDIC group is specifically arranged to address this crossover.
		Criteria	Key Evidence Against Criteria		
		Stakeholders and communities are involved in the monitoring.	Intelligence is reguarly shared.		

Developing		Achieving		Excellent	
6.1	Overall Summary	6.2	Overall Summary	6.3	Overall Summary
The organisation has a clear understanding of he level of participation in public life by different ommunities/protected characteristics. This can nclude involvement in local democracy and presentation e.g. school governors, councillors, oard members of voluntary/statutory sector rganisations.	Overall Summary	Local people are encouraged to participate in public life or in other activities where they are under- represented. The Council uses a range of different methods and it is able to innovate and find new ways to extend participation in certain communities.	Overall Summary	There is an improvement in the participation rates of under-represented groups in public life. The organisation can demonstrate that people across a range of protected characteristics are able to influence decisions	Overan Summary
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Information/data is gathered about the extent of involvement in public life		The organisation actively informs and involves local people, including under- represented groups, in opportunities for public participation.	REDACTED - consultation work	There is evidence that improvements have been achieved.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Outreach work or public campaigning has been undertaken to increase levels of participation by protected groups.	REDACTED - Working with ONS to capture KPG for census.	More people from under-represented groups are participating across a wider range of activities.	
				Criteria	Key Evidence Against Criteria
				Decision makers are from a wider range of backgrounds.	

THEMATIC AREA 2 - Leadership and Organisational Commitment						
Leadership						
Developing		Achieving		Excellent		
7.1	Overall Summary	7.2	Overall Summary	7.3	Overall Summary	

The political and executive leadership have publically committed to reducing inequality, fostering good relations and challenging discrimination.	Leader announced his plans for an independant review of race relations at the annual general meering in June 2020 (https://www.havering.gov.uk/news/article/805/council_anno unces_independent_review_of_race_relations)	Political and executive leaders demonstrate personal knowledge and understanding of local communities and continue to show commitment to reducing inequality.		Leaders have gained a reputation within the community and with all of its partners for championing equality, balancing competing interests and fostering good relations.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Senior leaders in the organisation have stated their commitment to a diverse workforce and have made clear what is expected from staff when delivering services to the community		Senior leaders can demonstrate their commitment to equality in decision making and how this informs the way the organisation responds to challenges		The organisation is able to show that even when making difficult decisions it continues to demonstrate a clearly articulated and meaningful commitment to equality.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Leadership on equality is demonstrated in a way that is recognised and understood by the organisation and local communities.		Senior leaders demonstrate knowledge and commitment to equality issues. They 'walk the talk'		Senior leaders have and own clear knowledge of local equality priorities and how and why they are being addressed.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Leaders have publicly committed to improving equality in their area.		There is evidence that equality considerations inform their decision making.		Senior leaders act as ambassadors for the equality agenda.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation has established and publicised a strong business case for its equality work.		Senior leaders understand the value and impact good communications can have and ensure that publications, websites and other communications channels are as diverse as possible		Senior leaders personally challenge inequalities and drive an improvement agenda.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation regularly communicates its commitment to promoting equality to staff and the community		The organisation promotes a positive narrative around equality and good relations across the whole community		Staff, the community or the voluntary and community sector can offer good examples of how effective communication and engagement with the Council has enabled the organisation to prevent or manage tensions between different equality groups.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There is evidence that publications reflect the organisation's commitment to equality and fostering good relations.		There are examples of where the organisation and its partners have had to take unpopular decisions but still managed to keep local communities on board.		The organisation plays a role in ensuring that all stakeholders collectively manage the conflicting needs of their communities.	
		Criteria	Key Evidence Against Criteria		
		The organisation has taken steps to counter negative stereotypes or dispel myths.			

Priorities and Partnership Working					
Developing		Achieving		Excellent	
8.1	Overall Summary	8.2	Overall Summary	8.3	Overall Summary
Partnership working arrangements are being	COMPACT Forum - member request, Equality specific	There is a coherent, shared vision of	The council and voluntary sector work together	The organisation can demonstrate success in	The COMPACT forum and Community and
reviewed with the voluntary and community	session due to take place on 13th April.	equality for the local area, with clear	extrememely tightly and there is at least a weekly	working with partners in the public, private,	Cohesion Forum have members from internal
sector and the wider community to ensure that		priorities which have been agreed	meeting between council and VCS partners.	community and voluntary sectors to address	and external partners alongside members of the
local equality priorities are addressed		and understood by all key		equality priorities, which are reviewed on a	community.
		stakeholders, including the voluntary		regular basis.	
		and community sector.			
			Key Evidence Against Criteria		Key Evidence Against Criteria
	This is part of the Cohesion strategy and the Voluntary and	There are shared equality priorities,	(Not us - but potenitlaly the local plan and	Staff, the community or the voluntary and	Work on COVID as part of the CAVs Bronze
	Community Strategy.	objectives and outcomes for the	corporate values)	community sector give good examples of	Group and community Sub-group where health
to equality.		local area which are understood and		improved outcomes/ reduced inequality/	inequalities were discussed.
		acted on at all levels within the		improvements in health inequality.	
		organisation.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Equality objectives are reflected in local strategic	Considered as part of the Cohesion strategy and the	There is a clear shared vision for the		Review mechanisms are in place.	
planning.	Voluntary and Community Strategy.	area.			
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria

The organisation and its partners monitor, review and evaluate performance against equality priorities, including inequality and health inequality.	(Not us but potentially the JSNA's)		EDIC takes place monhtly to facilitate cross- organisational learning.
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The results of these activities contribute directly to the development of the organisation's objectives.		Council.	Yes - Can provide feedback as a result of COVID joint working arrangements and TOpic group on Working with the Voluntary Sector, positive feedback to members from the VCS.

Developing	and Decision Making	Ashiouing		Excellent	
	0	Achieving	0		0
9.1 Due regard is taken to the aims of the general quality duty when making decisions and when setting policies.	Overall Summary EIA's are completed in accordance with corporate sign off and implementation.	9.2 Equality analysis/ impact assessment is integrated systematically into planning and decision making across the organisation.	Overall Summary	9.3 The organisation can demonstrate that improvements in equality outcomes are being delivered as a result of effective equality analysis/ impact assessment, and that negative impacts have been mitigated.	Overall Summary
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation has an agreed approach to conducting equality analysis/ impact assessment of policy and service decisions.	New policy and development framework includes templates for all policies and strategies. Part of this template includes an EOHIA checklist to identify whether or not a fullEOHIA is required REDACTED	There is senior level commitment to using and understanding equality analysis/ impact assessment to inform planning and decision making.	This takes place at EDIC and is part of the Terms of Reference for this group.		, , , , , , , , , , , , , , , , , , ,
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Training and support on equality analysis/ impact assessment is available.	This is part of the online traning package from Skills Boosters.	The organisation's assessments are accessible, robust and meaningful.	Organisational assessments are now online and the process has also been improved.	The organisation can provide evidence of how or where equality analysis/ impact assessment has informed decision-making and led to different, tailored services that have improved outcomes.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Impact assessments take account of the views of those affected by the policy or decision.		There is evidence that Members routinely take account of equality analysis/ impact assessment when making decisions.		The organisation captures information about what budget/service cuts mean to people's lives.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		
There is a process for ensuring that equality impact assessments are sufficiently robust.		Decisions around budget cuts and savings have taken account of cumulative impact.			
		Criteria	Key Evidence Against Criteria		
		The findings, recommendations and conclusions are shared effectively to inform decisions and planning.			
		Criteria	Key Evidence Against Criteria		
		Mitigating actions are identified where appropriate.			

Equality Objectives and Annual Rep	orting				
Developing		Achieving		Excellent	
10.1	Overall Summary	10.2	Overall Summary	10.3	Overall Summary

Equality objectives for the organisation have been set and published in accordance with the requirements to support the public sector Equality Duty.	Published as part of the Cohesion Strategy	Specific and measurable equality objectives have been integrated into organisational strategies and plans and action is being taken to achieve them. Outcomes are measured and monitored regularly by senior leaders.		The organisation can demonstrate a clear link between meeting their equality objectives and positive outcomes for its communities.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The specific duty to publish equality objectives has been met.	See above	Equality objectives are integrated into organisational strategies and plans.		There is evidence that equality objectives have led to improved outcomes for people with protected characteristics.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria
Objectives are underpinned by robust equality analysis.		There is evidence of a link between equality objectives, business planning and performance management.		Actions to achieve priority outcomes are reviewed and regularly updated.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Objectives are SMART(Specific, Measurable Realistic, Achievable and Timely).		Progress is regularly monitored and reviewed.		Steps are taken if deficiencies are identified.	
		Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria
		Members are kept informed of progress against equality objectives.		Stakeholders and staff are involved in the monitoring of objectives.	
					Key Evidence Against Criteria
				An Annual Equality report is published and shared.	

Performance Monitoring and Scrutin	ny				
Developing		Achieving		Excellent	
11.1	Overall Summary	11.2	Overall Summary	11.3	Overall Summary
Appropriate structures are in place to ensure delivery and review of equality objectives.		The setting and monitoring of equality objectives is subject to challenge, including through any organisational bodies or groups and the political Overview and Scrutiny process.		The organisation uses the scrutiny process as a driver for change. The organisation benchmarks its achievements against comparable others and shares its experience in developing good practice.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There is an appropriate and accountable eadership group/ board/ forum who have esponsibility for the equality agenda.		The Overview and Scrutiny function is used to scrutinise and challenge equality analysis / impact assessment objective setting and monitoring.		The organisation assesses its performance and outcomes against comparable organisations.	
riteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
here are resources for supporting equality work.		The public are enabled to monitor progress		Review mechanisms are in place.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Progress and responses are reported regularly to the leadership of the organisation.		Some outcomes and priorities have changed as a result of Scrutiny review.	
				Criteria	Key Evidence Against Criteria
				The organisation is approached on a regular basis to provide examples of, or showcase good practice.	

<b>THEMATIC AREA 3 - Responsive Ser</b>	rvices and Customer Care				
Commissioning and Procuring Servi	ces				
Developing		Achieving		Excellent	
12.1	Overall Summary	12.2	Overall Summary	12.3	Overall Summary

The organisation ensures that procurement and commissioning processes and practice take account of the diverse needs of clients, and that providers understand the requirements of the public sector Equality Duty.		Mechanisms are in place to ensure that equality standards are embedded throughout the procurement cycle.		The organisation can demonstrate that commissioned/ procured services are helping it achieve its equality priorities.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Guidance is available for suppliers on the equality requirements for the procurement and commissioning process.	The Enterne Against One na	The organisation considers how the public pound is spent in regards to local procurement and influence on the local economy.	Trey Erreence Agunak Onerna	There is evidence that contracts are being monitored using quantitative and qualitative analysis. The results are considered by both the supplier and client.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There are standard equality clauses for contracts.		Specifications take account of the different needs of users, for example through equality analysis/ impact assessments.		There is evidence of providers meeting the organisations equality objectives.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Monitoring requirements are built into contracts to ensure equality issues are addressed.		Providers understand and can articulate a commitment to equality.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		The organisation has an established Social Value Framework. The Social value of contracts is measured.		The organisation achieves considerable social value from Its contracts	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		The performance of sub- contracting arrangements is measured.		Local procurement is positively influencing the local economy	

Integration of equality objectives into service planning							
Developing		Achieving		Excellent			
13.1	Overall Summary	13.2	Overall Summary	13.3	Overall Summary		
Structures are in place to ensure equality outcomes are integrated into business objectives.		Equality objectives are integrated into service plans across the organisation, with progress towards them performance managed by key decision makers.		The organisation can demonstrate that improvements and equality outcomes are being delivered across the business.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		
Service plans are monitored regularly to ensure that equality objectives are being met.		Objectives address inequality and equality gaps.		Service Plans are designed and written with equality objectives in mind.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		
Equality analysis is fed into planning and assessment of service plans.		The needs of protected groups are taken account of.		Business plans review past performance, demonstrate how past objectives have been achieved, review performance and set new objectives.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		
Customer care policies highlight the needs of protected groups.		Service users have opportunities to comment on how services are planned.		Gaps have been identified in terms of who may not be using the service and why. Action has been taken to change services in response.			
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		
		Objectives have specific timescales.		There is evidence of improved or improving outcomes, disaggregated where appropriate to demonstrate the effects on different communities/ protected groups.			
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		
		Resource implications have been properly assessed.		There is evidence that Services are being co- produced with service users.			
		Criteria	Key Evidence Against Criteria				

	Key decision makers demonstrate that they continuously monitor, review and evaluate performance for equality objectives.		
	Criteria	Key Evidence Against Criteria	
	Equality integrated into the performance management.		

Service Delivery					
Developing		Achieving		Excellent	
14.1	Overall Summary	14.2	Overall Summary	14.3	Overall Summary
The organisation has systems to collect, analyse and measure how satisfied all sections of the community are with services.	d measure how satisfied all sections of the		Overall Summary	The organisation has systems in place to use monitoring data and citizen feedback to redesign or adapt services to ensure equity of access, and can demonstrate where this has been done.	Overall Summary
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There are mechanisms in place for service users	CCRT service users include the VCS and they are regularly	Service users are consulted	We co-produce the VCS strategy with the VCS	Services are co-produced with service users	Again, VCS strategy is co-produced with the
to be consulted about service development and delivery.	consulted as part of the COMPACT.	effectively before services are developed.		wherever possible and service users are able to influence changes.	včs.
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Social Value and Collaborative Principles are reflected in the organisations practical service delivery.	Social Value Strategy signed off by Cabinet in September 2019.	Issues such as Social Prescription and Social Value are used to measure outcomes which are not delivered by the organisation.	Grants given to some VCS organisations are measured on a number of outcomes some relating to social value.	Initiatives such as Community Asset Transfers and Community Right to Challenge are in evidence as delivered by local communities instead of the local authority.	Very few examples (but they are)
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation is able to analyse and measure whether all sections of the community are able to access services.		Access to and appropriateness of services is monitored regularly by senior leaders and decision makers.		There is evidence of how levels of customer satisfaction with services have improved over time.	Number of complaints regarding a service being reduced over time. REDACTED should have access to these figures and know where they are oublished / who they are sent to.
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
It is clear who Service users are. Services carry out mapping exercises to identify and review ourrent participation and to highlight gaps.	This is done with the VCS where we regularly update and approach newly formed community groups to invite them to things such as COMPACT and funding rounds.	Senior leaders and decision makers demonstrate that they continuously review and evaluate access to services.		Take up of services is representative of the community in proportions that would be expected.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Criteria The organisation collects data about user satisfaction with its services. The mapping and satisfaction data collected is disaggregated by different equality groups or vulnerable communities.	Key Evidence Against Criteria	Criteria Data about access to services and user satisfaction is used in equality analyses? equality impacts assessment.	Key Evidence Against Criteria	Criteria There are examples of how different customers' experiences are analysed and acted upon.	Key Evidence Against Criteria
The organisation collects data about user satisfaction with its services. The mapping and satisfaction data collected is disaggregated by different equality groups or vulnerable	Key Evidence Against Criteria Key Evidence Against Criteria	Data about access to services and user satisfaction is used in equality analyses/ equality impacts	Key Evidence Against Criteria	There are examples of how different customers' experiences are analysed and	Key Evidence Against Criteria
The organisation collects data about user satisfaction with its services. The mapping and satisfaction data collected is disaggregated by different equality groups or vulnerable communities.		Data about access to services and user satisfaction is used in equality analyses? equality impacts assessment.		There are examples of how different customers' experiences are analysed and acted upon.	

Appropriate mechanisms are in place to ensure that Human Rights considerations are identified when planning services and that customers and citizens are treated with dignity and respect.		Human Rights issues are understood and considered when delivering services to customers and clients.					
		Criteria	Key Evidence Against Criteria				
		Human Rights guidance is available for staff and decision makers have up to date knowledge.					
THEMATIC AREA 4 - Diverse and Engaged Workforce							
Workforce Diversity	.34304						
Workforce Diversity		A shi suda a		Ever Hered			

Norkforce Diversitv					
Developing		Achieving		Excellent	
15.1	Overall Summary	15.2	Overall Summary	15.3	Overall Summary
The organisation understands its local labour		The organisation can demonstrate		The organisation actively ensures that the	
market, and has mechanisms in place to monitor		movement towards greater diversity		profile of its workforce (including the profile of	
its workforce against protected characteristics.		in its workforce profile compared		major providers of commissioned services)	
		with previous years, including		broadly reflects the community it serves /	
		increasing the levels of previously		local labour market.	
		under-represented groups at all			
		levels of the organisation.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation is clear about its local labour		Where there is evidence of		There are appropriate examples of positive	
market.		disproportionality, action is being		action to improve diversity.	
		taken to reverse the trends.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
It has begun to identify the steps it needs to take		Succession plans and recruitment		There is evidence that the workforce profile at	
to achieve a diverse workforce. These are		processes address under-		all levels broadly matches the local labour	
reflected in recruitment policies and procedures.		representation.		market/community profile. This is continually	
				monitored.	
	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The progress of protected groups through the		Specific and measureable		There are reasonable explanations for gaps	
organisational hierarchy is monitored.		employment targets been set to		(e.g. the community profile is constantly	
		improve workforce diversity.		changing or largely retired population) and	
				what the organisation is doing about it.	
	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Equality mapping data is used as part of the		Selection panels are trained in		Good use is made of flexible working	
analysis.		Unconscious Bias. This includes		arrangements and career pathway initiatives	
		senior recruitment panels where		to address potential barriers and under	
		Members are involved.		representation.	
Criteria	Key Evidence Against Criteria				
			-		
Recruitment and selection is monitored at all					
Recruitment and selection is monitored at all stages of the process by protected					

Inclusive Strategies and Policies						7
Developing		Achieving		Excellent		
16.1	Overall Summary	16.2	Overall Summary	16.3	Overall Summary	
The organisation's workforce strategies and policies include equality considerations and objectives.		The equality objectives contained within workforce strategies are implemented and monitored.		Prioritised equality outcomes for the whole workforce are being achieved.		equlaity in service provision policy last updated i
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	-
All employment policies and procedures comply with equality legislation and employment codes of practice.		including reasonable adjustments, equal pay, flexible working and	Reasonable adjustments policy?? Flexible working location policy and flexible working hours policy but both were last updated in 2016 Family friendly policy in place but last updated in 2016, but a shared parental leave policy has been writtne more recently REDACTED	The organisation has an excellent set of policies and procedures in place which are actively promoted to staff from all protected groups and used by managers to promote equality.		
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	
The organisation's workforce strategy identifies equality issues.		The equality aspects of the organisation's workforce strategy are being implemented and tracked.		Strategic, innovative and holistic approaches have been considered to improve outcomes.		
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	1

Targets and objectives are based on internal monitoring, staff consultation and the assessment of the local labour market and barriers to employment.	For example the domestic abuse policy was last amended in November 2020 but it has not been communicated to staff. So if they are using staff to assist with consultation this is not fed down the line to all other members of staff.	When necessary, changes have been made as a result of equality analysis findings.		Staff are involved in developing and monitoring these policies.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
New/changing employment policies and procedures are assessed for their impact on people with protected characteristics.	oneSource	Managers apply policies and practices across the authority in a consistent manner for all staff.	There are internal policies which should be followed.	Positive and tangible outcomes have been delivered as a result of the implementation of a wide range of policies and practices.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
All employment and training related policies are regularly reviewed.		Staff are engaged positively in employment and service transformation and in developing new roles and ways of working. Trade unions and partners are involved.		The organisation compares well with others.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
			Rey Evidence Against Ontena		Rey Evidence Against Criteria
The council is using its workforce data to develop training and development strategies that can support a wider equalities agenda for employees.		The training and development offer supports a wider equalities agenda for the organisation.		Outcomes are communicated to staff with protected characteristics.	rey Evidence Agamst Criteria
training and development strategies that can support a wider equalities agenda for employees. Criteria	Key Evidence Against Criteria	The training and development offer supports a wider equalities agenda for the organisation. Criteria	Key Evidence Against Criteria	Outcomes are communicated to staff with protected characteristics.	Key Evidence Against Criteria
training and development strategies that can support a wider equalities agenda for employees.		The training and development offer supports a wider equalities agenda for the organisation. Criteria		Outcomes are communicated to staff with protected characteristics.	
training and development strategies that can support a wider equalities agenda for employees. Criteria A range of inclusive structures are in place to	Key Evidence Against Criteria For example the domestic abuse policy was last amended in November 2020 but it has not been communicated to staff. So if they are using staff to assist with consultation this is	The training and development offer supports a wider equalities agenda for the organisation. Criteria Training courses and development interventions are meeting the needs of different groups, and are making a difference in getting underrepresented groups of staff up	Key Evidence Against Criteria	Outcomes are communicated to staff with protected characteristics. Criteria The organisation has high satisfaction levels across all staff groups in respect of staff	Key Evidence Against Criteria

Developing		Achieving		Excellent	
17.1	Overall Summary	17.2	Overall Summary	17.3	Overall Summary
Systems are in place to collect and analyse employment data across a range of practices (recruitment, training, leavers, grievance and disciplinaries etc).		The organisation regularly monitors, analyses and publishes employment data in accordance with its statutory duties.		The authority has a robust and comprehensive set of employment data and uses this to inform its workforce strategy and management practice.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation reports annually on its Gender Pay Gap.	https://www.havering.gov.uk/download/downloads/i/d/4531/hav gring_gender_pay_gap_report - 31_march_2020.pdf	Data on applicants, people shortlisted and the composition of the workforce is systematically collected. This can be disaggregated by the protected characteristics.		Workforce data includes a wide range of information and protected characteristic profiles including pay levels, training opportunities, appraisal ratings.	SLT
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
People are encouraged to provide data and there are initiatives in place to increase the disclosure of equality information by staff.	We are encouraged tio complete the equality section on fusion but it is not essential to do so.	The organisation's Gender Pay Gap is reducing and it is addressing any race pay gap.	analysis, but its only marginal down to 4.2% from	The organisation considers pay gaps across other areas of inequality such as religion and belief/ race- ethnicity/ age, disability etc.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Diversity monitoring information is separated from recruitment decisions and held securely.		There is evidence that workforce data is analysed and reported to senior leaders regularly.	SLT	The organisation understand the effects of employment policy and practice on its workforce.	
		Criteria		Criteria	

GDPR processes are in place and regulations a being met.	e GDPR policy is available on the onesource website to view. REDACTED	Workforce information is published to cover basic legal requirements and includes analysis of pay/job evaluation outcomes.		The organisation has sufficient information about staff to inform robust equality analysis.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		There is evidence that the organisation is actively working on reducing its Gender Pay Gap.		The workforce profile is updated regularly.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Cillella	Rey Evidence Against Criteria	Cinteria	Key Evidence Against Criteria
		Action has been taken as a result of monitoring, trends are being identified and used to help establish objectives.		Data is looked at organisationally and service by service.	rey Lindence Against Criteria
		Action has been taken as a result of monitoring, trends are being identified and used to help establish		Data is looked at organisationally and service by service.	Key Evidence Against Criteria

Learning and Development					
Developing		Achieving		Excellent	
18.1	Overall Summary	18.2	Overall Summary	18.3	Overall Summary
The organisation carries out regular assessments of the training and learning and development needs required to ensure its councillors and officers are equipped to understand their equality duties and take action to deliver equality outcomes.	REDACTED	The organisation provides a range of accessible learning and development opportunities to support councillors and officers in achieving equality objectives and outcomes.		Decision makers understand the importance of equality when making decisions and in how they use resources. Services are provided by knowledgeable and well-trained staff who are equipped to meet the diverse needs of local communities.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
An assessment has been made as to what equality-related training, learning or development is required.	REDACTED	Equality and diversity forms part of the training and development for key decision makers.		Managers and staff are accountable for ensuring equality outcomes. They can give examples of improved equality outcomes they have contributed to.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Appropriate behavioural competencies have been identified for the workforce.		There is evidence that equality issues are mainstreamed into all training (e.g. training on customer care.			Annual staff awards recognise the good work that staff have acieved over the last year. Pay increase (up 1 increment) if performing we in end of year PDR.
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Induction training for new Members includes equality and all Members are offered Equality training.	All member equality training after last election, assuming this will continue in May - REDACTED	Different methods are used to promote learning to a wide audience (e.g. standard courses, coaching, mentoring).		Staff feel their skills have improved and that they are able to relate effectively with a range of clients.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Appraisal processes ensure staff and managers are aware of their equality-related responsibilities and accountabilities.	Corporate PDR process ensure the iCARE is thought about	Management and individual appraisals include specific equality objectives for the service area.	REDACTED	Staff can answer questions about the council's equality priorities.	
				Criteria	Key Evidence Against Criteria
				Feedback from service users in protected groups is positive about the skills of staff in dealing with their issues.	

Health and Wellbeing					
Developing		Achieving		Excellent	
19.1	Overall Summary	19.2	Overall Summary	19.3	Overall Summary

The organisation has begun to consider how it can address the key employee health and wellbeing issues.	Mental Health Champions? Freephone helpline	The organisation promotes the health and well-being of staff in its workforce and other policies.	Updated DV policy (2020) COVID 19 policies (https://intranet.havering.gov.uk/supportingyou/)	There is a positive health and wellbeing culture throughout all levels and areas of the service.	
Criteria	Kev Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation uses workforce data and other information from staff to determine what its health and wellbeing priorities are.		There is a coherent Health and Wellbeing Strategy that addresses a range of related issues.	Residents H&WB strategy available on the data intelligence hub. Speak to Public Health	Approaches to health and wellbeing are innovative.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation has assessed all aspects of the working environment to ensure that the needs of all its employees are met.		Improvements have been made to the working environment.		The organisation has adopted the Social model of disability	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
A range of inclusive mechanisms are in place to engage and involve staff.	Forums set up late 2019 early 2020.	Staff are engaged positively in employment and service transformation and in developing new roles and ways of working.	2019 service led reviews.REDACTED could probably provide some words here.	There have been significant outcomes in the health and wellbeing of all staff including those with protected characteristics.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Policies and systems are in place to identify, prevent and deal effectively with harassment and bullying at work.	Corporate Harrasment <sup>A&amp;</sup> Bullying policy which is available on the Intranet. However this was last updated in 2009 so should be reviewed. REDACTED OneSource	Reasonable Adjustments are provided in a timely fashion consistently across the organisation.		There are high satisfaction levels with the working environment across all staff groups particularly those with protected characteristics.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation has a policy for Reasonable Adjustments for staff and Members and managers are trained to implement it.	No specific reasonable adjustment policy that I can see on the Intranet or am aware of. REDACTED OneSource	Occupational health works closely with HR to identify and address absence trends.		The organisation has high satisfaction levels across all staff groups in respect of staff engagement.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Occupational health services are provided.	Occupational and Health Assistance Programme with Medigold Health Consultancy (https://intranet.havering.gov.uk/human-resources/the- occupational-health-service/)	Managers have received training on mental health awareness and say they are equipped to address staff issues.	Mental Health first aid training is available for all staff.	Harassment and bullying at work is dealt with effectively and staff say that they are treated with dignity and respect.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		
The organisation has started to address mental health issues in the workplace	Mental Health First Aid training available.	Harassment and bullying incidents are monitored and analysed regularly.			
		Criteria	Key Evidence Against Criteria		
		Appropriate action is taken to address the issues that have been identified.			

Key Considerations to Test During	iteria to your local workplace, service provis Self-Assessment, Review and Ongoing Strate from a race equality, diversity and inclusion	egy Development.	rve.			
Developing			Achieving		Excellent	
20.1	Overall Summary		20.2	Overall Summary	20.3	Overall Summary
The organisation has begun to consider how it can address the key employee race equality, issues, concerns and barriers.			The organisation promotes and practices race equality in its workforce and other policies.		There is a positive and inclusive race equality culture and performance throughout all levels and areas of the service.	
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next S	Steps
Secondments	Are they transparent, fair, advertised, open and merit based?					
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next S	Steps

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Recognition, pay and reward	Is everyone recognized fairly and consistently? Is there unfairness in pay and performance (eg ratings) and reward (eg recognition payments)? Is there an ethnicity pay gap?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Policies and Best Practice	Is flexible working / work life balance equally offered? are reasonable adjustments consistent and meet individual needs? Are all policies and processes free from discrimination and bias?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Recruitment	Is the process equitable and fair? Are there equal internal progression opportunities? Is there bias in recruitment practices? Do applicant and hiring rates reflect local communities?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Mentoring and Coaching	Is there a culture of mentoring and coaching, accessible and available to all? Are there reverse mentoring opportunities? Can all staff discuss and get development with their line managers? Are there role models?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Progression	Do BAME staff have long length of service, poor progression, unable to showcase / demonstrate ability and are there unequal access to opportunities. Is there recruitment bias in progression? Are internal pipelines understood?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Retention	Is there a poor employee experience and what does it look and sound like? Is there poor behaviours, internally and externally and ways to call these out, tackle and resolve these? Is there high BAME turnover re joiners and leavers? Are we representative at all grades?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Employee Network Groups	Are there effective Network Groups, with clear terms of reference, standard operating procedures, senior sponsors, committees and a clear governance structure and pathways? Do they have an evidenced workplan, a communications plan and act as a constructive and locused forum, providing insight and employee voice to help inform organisational needs.				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Employee Voice and Speaking Out	Are BAME staff able to speak out, report and surface any workplace issues, in relation to behaviours, decisions, pay and reward, abusive customers Will these be taken seriously, Are there unintended consequences for the victim? Is there a culture of under reporting.				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Culture	Are there in-groups, out-groups, favoritism, bias? Is there low confidence, self-esteem for BAME Staff? Is there an inclusive culture and behaviours? Are there excluding behaviours and what are they ?				

Criteria	Criteria Description	Key Evidence Against David	Kay Evidence Against Astronom	Ven Enidence Against Free-U-re	Summary Against Critoria and Potontial Next Stone
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Performance	Are there disparities in objective setting, performance reviews, workplace allocation and performance ratings for BAME staff? Are there less exceeded target ratings for BAME staff?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Line Management relationship and practice	Is line management inclusive? Is there consistent wellbeing support, respect, development opportunities and line management? Can you call out poor behaviours to line managers, who will help you to resolve them?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Workplace practices	Are all processes, procedures and practices consistent, of high quality with no adverse impacts on BAME staff. Are BAME staff given unfavourable work allocation, shift patterns, hazardous work?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Employee Relations	Are there any disparities in HR cases brought forward by BAME staff? Are there disparities in outcomes? Are there disparities in BAME employees experiencing disciplinary procedures and disproportionate outcomes ? sanctions? Is there a healthy Employee Relations culture between the TUs and organisation on Race Equality? How satisfied are BAME staff with the outcomes of formal / informal complaints and concerns? Are BAME staff confident about speaking up on issues pertaining to race and racism (whether about the workplace, service delivery or societal)?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Development opportunities	Is there consistent and fair opportunities to learning and development opportunities for non-mandatory courses, local opportunities, shadowing, projects, daily tasks? Are development plans supportively discussed and recorded during performance reviews?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Impact Assessments	Is there an effective work practice of timely and meaningful Equality and Health Impact Assessments and do they fully consider, consult and improve outcomes for BAME employees, service users and communities. Are managers skilled in delivering these and leaders skilled in reviewing these? Is the political leadership skilled and adept at understanding EDI implications and mitigation decisions?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Governance	Is there clear Governance structures, EDI sponsors and local leads and measures? How do we actively monitor need, progress and impact? Are we aware of our drivers (internal, external, legal, Public Authority, regulatory, GLA, London Councils). Are all individual responsibilities clearly understood and delivered?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
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Is the leadership pro-actively engaged in the EDI Agenda. Is the leadership actively anti-racist. Does the leadership create active leadership listening opportunities? Does the leadership attend Inclusive Leadership development? Do Leaders have EDI performance targets, measures, with leadership development on how to deliver against these? Do our leadership and managers have the cultural intelligence to manage and support a diverse workforce?				
Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Are there dashboards, scorecards, inclusion index, recruitment data, staff survey data, effective reporting, service users data and integrated People Plans? Do these show a clear BAME analysis and narrative? Are these circulated and do managers have the skills to interpret and respond by changing employment practice and service provision? Is the Ethnicity Pay Gap a potential analysis to conduct.				
Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Are there differential and adverse experiences of BAME staff, due to their background? Are these reported and responded to the organisation? Is the required support provided? Are services designed to protect and safeguard staff?				
Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
What is the Council's reputation as an employer of choice? Are there tensions in the community between different groups? Does the Council understand the demographic diversity and needs of different customer, service users and community groups? How does the Council understand this and use this intelligence to design and deliver inclusive and accessible services, safeguarding staff?				
Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Inclusion (issues not people) – Are issues/concerns pertinent to race proactively included/welcomed from the outset without resistance (and without having to be proposed by BAME staff) – From the perspective of non-BAME staff, how proactive is Havering Council in dealing with issues of race/racism and how well does it deliver on these issues? Perceptions (of BAME staff) – From the perspective of BAME staff, how proactive is Havering Council in dealing with issues of race/racism and how well does it deliver on these issues?				
	the leadership actively anti-racist. Does the leadership create active leadership listening opportunities? Does the leadership attend Inclusive Leadership development? Do Leadership attend Inclusive Leadership development? Do Leadership and managers have the cultural intelligence to manage and support a diverse workforce? Criteria Description Are there dashboards, scorecards, inclusion index, recruitment data, staff survey data, effective reporting, service users data and integrated People Plans? Do these show a clear DAME analysis and narrative? Are these circulated and omanagers have the skills to interpret and respond by changing employment practice and service provision? Is the Ethnicity Pay Gap a potential analysis to conduct. Criteria Description Are there differential and adverse experiences of BAME staff, due to their background? Are these reported and respond by the organisation? Is the required support provided? Are services designed to protect and safeguard staff? 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Perceptions (of RAME staff) – From the perspective of BAME staff, how proactive is Havering Council in dealing with issues of race/racism and how well does it deliver on these issues?	the leadership actively anti-racist. Does the leadership create active leadership leadership development? Do Laaders hive Explorements Leadership attend Inclusive Leadership development? Do Laaders hive Explorements Leadership attend Inclusive Leadership development? Do Laaders hive Explorements Leadership and managers have the cultural intelligence to manage and support a diverse workforce? 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## Race, Equality, Accessibility, Diversity and Inclusion (READI) - Service Evidence Capture Self-Assessment

Directorate :			Service Name /s :		
			Service Name /s.		
Nominated Lead :					
- then, identify areas of improvement, cha	lence for (please note the additional Race cies, procedures and practice that have po llenges and barriers to more inclusive serv nk, if no evidence exists or state in progres y of performance, in each section g.gov.uk (EDI and Race Relations Consultan	Equality Section in Theme 4). Please sitive impacts and outcomes for dive rice provision, workplaces and comm ss, if this is planned nt) if you need assistance and suppor	only fill in the most relevant sections. Sta rse groups unity cohesion		ing" put in :
Collecting and Sharing Information					
Developing		Achieving		Excellent	
1.1	Overall Summary	1.2	Overall Summary	1.3	Overall Summary
The organisation has gathered and published information and data on the profile of its communities and the extent of inequality and disadvantage. Plans are in place to collect, share and use equality information with partners.		Relevant, proportionate and appropriate information about the local communities and their protected characteristics is being gathered. Information is shared across the organisation and with partners		A comprehensive set of information about local communities/protected characteristics needs and outcomes is regularly updated and published and used to identify priorities for the local area	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation is clear about what sources of information (both local and national) are relevant and useful.		Information is disaggregated and analysed on the basis of different communities, including those sharing protected characteristics.		The Council is working with partners to continuously develop new and innovative data sharing platforms.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation knows what information is already being collected – internally and by its partners, including voluntary and community sector stakeholders?		Quantitative and qualitative research methods are used to gather data and information.		The organisation has a sophisticated understanding of the difference between the equality profile of their local area and how that translates to inequalities for different groups.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Some information and data has been gathered and published.		National and regional data is used and analysed.		Changing needs are identified and prioritised across a wide range of services and outcomes by, for example, referring to the Equality and Human Rights Commission's Equality Measurement Framework.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation is working with its partners to ensure information is shared effectively.		Information from ward councillors is gathered in a systematic way.		Data is regularly updated and used to set priorities across the organisation and in different services, by geographical area and by protected characteristic.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Partners ensure efficient collection of data that avoids duplication.		Data is easily accessed, shared and used by departments across the organisation.		There is evidence of a continuous improvement of the quality of the data.	-
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The authority is compliant with GDPR legislation in its collection, analysis storage and use of data and information		The organisation is working with partners to address identified gaps in information. Data is disaggregated using the same or similar categories.		The organisation is working with partners to ensure that changing needs are identified and met.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Information is being shared to identify and measure equality gaps and to inform outcomes for the area.		Voluntary and community sector partners/health colleagues and stakeholders access and use the information.	
		Criteria	Key Evidence Against Criteria		

	There are robust and effective protocols in place for sharing information between partners and to ensure data protection		
	Criteria	Key Evidence Against Criteria	
	Information is being captured about health inequality.		

Developing		Achieving		Excellent	
2.1	Overall Summary	2.2	Overall Summary	2.3	Overall Summary
Systems are being developed to analyse soft and hard data/intelligence about communities, their needs and aspirations.		Information and data is disaggregated and analysed to support the assessment of local need, impacts of changes to services and priorities.		Up to date and comprehensive equality data is used regularly to plan and assess impacts of decisions.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation is developing and improving systems for collating and analysing the different sets of data being collected.		Data is used to inform the setting of relevant equality objectives, and these are regularly monitored.		The organisation and its partners are using data in the most innovative ways such as predictive analytics to target service interventions	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Information is collected by front-line staff or key decision makers and taken account of.		Data is used in service planning, commissioning and decision making.		Data is being used to predict and measure demand for services	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The authority is compliant with GDPR legislation, analysis and use of data and information		Data is continuously gathered and analysed.		Achievement of outcomes are measured and there is evidence of gaps being narrowed.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Information is disaggregated in a meaningful way, by relevant protected characteristic and other factors (such as deprivation or rurality) and analysed on a regular basis. Information is used to identify and prioritise on the basis of need.		Performance is monitored against equality objectives and outcomes including procured and commissioned services, and with key partners and other stakeholders.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Information and data is used effectively as part of impact assessment/ risk assessment and giving due regard to the public sector equality duty.		Equality outcomes for commissioned and procured services are monitored and reported on.	

Developing		Achieving		Excellent	
3.1	Overall Summary	3.2	Overall Summary	3.3	Overall Summary
Inclusive community engagement structures are being developed throughout the organisation. There are opportunities for communities to be involved in decision making.		Engagement mechanisms and structures are in place to involve equality stakeholders and scrutinise service delivery, decision- making and progress. The organisation engages with all its communities when making decisions, including those with protected characteristics.		Formal and informal interactions takes place between the organisation and its diverse communities. Communities from across the protected groups are actively participating in and influencing decision making.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation has an engagement strategy. It is clear about different levels of engagement (i.e. informing, consulting, participating, co- producing) and when these are appropriate.		People from protected groups are encouraged and enabled to participate in decision making.		There are a range of innovative approaches to involving communities and arrangements are made to meet specific or individual needs.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Engagement structures are in place		A range of engagement methodologies are used.		Vulnerable people/ communities are participating including the hardest to reach in the community.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There are opportunities for protected groups to be engaged with decision making.'		Priorities have been changed as a result of engagement with a clear and demonstrable evidence basis.		There is evidence that mainstream engagement mechanisms are increasingly involving previously under-represented groups.	

Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation can evidence examples of these opportunities.		The organisation and partners engage collectively/share information and results of engagement activities to ensure that particular groups are not being over consulted with.		Communities are encouraged or supported to influence or make decisions.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria
Shared engagement structures/mechanisms are in development with partners.		There is an increase in the involvement of underrepresented groups.		Staff and stakeholders are able to describe levels of influence within the community and changes made as a result.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There are some shared engagement activities with partners.		Engagement with the community and voluntary sector and the wider community effectively inform decisions.		Key decision makers are involved in the engagement process.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		There are processes and plans throughout the organisation and with partners to increase stakeholder and voluntary and community sector involvement in informing prio		There is evidence of partnership arrangements leading to improved outcomes in participation.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		increase stakeholder and voluntary and community sector involvement in informing priorities.		Partners are open to challenge and constructive criticism.	
			Key Evidence Against Criteria		Key Evidence Against Criteria
		Feedback is given and people in the community are able to challenge and have their views taken account of.		Where there is very limited or no actual representation within a local demographic, the ability to cater for difference is in evidence.	

Fostering good community relation	S				
Developing		Achieving		Excellent	
4.1	Overall Summary	4.2	Overall Summary	4.3	Overall Summary
Structures are in place within the organisation and across partnerships to understand community relationships and map community tensions.		The organisation and its partners have a strong understanding of the quality of relations between different communities and collectively monitor relations and tensions. The organisation and its partners are actively engaged in planning and		The organisation takes a sophisticated approach to fostering good relations which has resulted in measurable improvements in relationships between diverse communities	
		delivering activities that foster good relations.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
here are joint partnerships responsible for nonitoring community tensions.		Harassment and hate crimes are monitored and analysed regularly		Information is available to show there has been an improvement in community relations.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The Community Safety Strategy addresses the ssue of community cohesiveness		Appropriate action is taken to address the issues that have been identified.		The organisation works with others to improve performance on good relations between diverse communities.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Council leaflets/ posters/ communications/ events promote positive relations.		Members play a role in monitoring community relations and reporting intelligence		The Council's leaders maintain a high profile on community relations. The Council makes use of Members' links with different communities depending on circumstances.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Data is available, and is it disaggregated to cover the protected characteristics.		The Council plays a leading role in bringing the partners and the community together if there are serious incidents of hate crime.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Data is regularly analysed and acted upon.		There is obvious and demonstrable cross- over between equality, diversity and community cohesion.	
		Criteria	Key Evidence Against Criteria		
		Stakeholders and communities are involved in the monitoring.			

Developing		Achieving		Excellent	
6.1	Overall Summary	6.2	Overall Summary	6.3	Overall Summary
The organisation has a clear understanding of he level of participation in public life by different communities/protected characteristics. This can nclude involvement in local democracy and epresentation e.g. school governors, councillors, oard members of voluntary/statutory sector organisations.		Local people are encouraged to participate in public life or in other activities where they are under- represented. The Council uses a range of different methods and it is able to innovate and find new ways to extend participation in certain communities.		There is an improvement in the participation rates of under-represented groups in public life. The organisation can demonstrate that people across a range of protected characteristics are able to influence decisions	
riteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Information/data is gathered about the extent of involvement in public life		The organisation actively informs and involves local people, including under- represented groups, in opportunities for public participation.		There is evidence that improvements have been achieved.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Outreach work or public campaigning has been undertaken to increase levels of participation by protected groups.		More people from under-represented groups are participating across a wider range of activities.	
				Criteria	Key Evidence Against Criteria
				Decision makers are from a wider range of backgrounds.	

THEMATIC AREA 2 - Leadership and	Organisational Commitment				
Leadership	organicational communicity				
Developing		Achieving		Excellent	
7.1	Overall Summary	7.2	Overall Summary	7.3	Overall Summary
The political and executive leadership have publically committed to reducing inequality, fostering good relations and challenging discrimination.		Political and executive leaders demonstrate personal knowledge and understanding of local communities and continue to show commitment to reducing inequality.		Leaders have gained a reputation within the community and with all of its partners for championing equality, balancing competing interests and fostering good relations.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Senior leaders in the organisation have stated their commitment to a diverse workforce and have made clear what is expected from staff when delivering services to the community		Senior leaders can demonstrate their commitment to equality in decision making and how this informs the way the organisation responds to challenges		The organisation is able to show that even when making difficult decisions it continues to demonstrate a clearly articulated and meaningful commitment to equality.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Leadership on equality is demonstrated in a way that is recognised and understood by the organisation and local communities.		Senior leaders demonstrate knowledge and commitment to equality issues. They 'walk the talk'		Senior leaders have and own clear knowledge of local equality priorities and how and why they are being addressed.	
	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Leaders have publicly committed to improving equality in their area.		There is evidence that equality considerations inform their decision making.		Senior leaders act as ambassadors for the equality agenda.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation has established and publicised a strong business case for its equality work.		Senior leaders understand the value and impact good communications can have and ensure that publications, websites and other communications channels are as diverse as possible		Senior leaders personally challenge inequalities and drive an improvement agenda.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation regularly communicates its commitment to promoting equality to staff and the community		The organisation promotes a positive narrative around equality and good relations across the whole community		Staff, the community or the voluntary and community sector can offer good examples of how effective communication and engagement with the Council has enabled the organisation to prevent or manage tensions between different equality groups.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria

There is evidence that publications reflect the organisation's commitment to equality and fostering good relations.	There are examples of where the organisation and its partners have had to take unpopular decisions but still managed to keep local communities on board.		The organisation plays a role in ensuring that all stakeholders collectively manage the conflicting needs of their communities.	
	Criteria	Key Evidence Against Criteria		
	The organisation has taken steps to			
	counter negative stereotypes or dispel			
	myths.			

Priorities and Partnership Working					
Developing		Achieving		Excellent	
8.1	Overall Summary	8.2	Overall Summary	8.3	Overall Summary
Partnership working arrangements are being reviewed with the voluntary and community sector and the wider community to ensure that local equality priorities are addressed		There is a coherent, shared vision of equality for the local area, with clear priorities which have been agreed and understood by all key stakeholders, including the voluntary and community sector.		The organisation can demonstrate success in working with partners in the public, private, community and voluntary sectors to address equality priorities, which are reviewed on a regular basis.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Corporate and partnership documents capture the commitment of the organisation and partners to equality.		There are shared equality priorities, objectives and outcomes for the local area which are understood and acted on at all levels within the organisation.		Staff, the community or the voluntary and community sector give good examples of improved outcomes' reduced inequality/ improvements in health inequality.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Equality objectives are reflected in local strategic planning.		There is a clear shared vision for the area.		Review mechanisms are in place.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		The organisation and its partners monitor, review and evaluate performance against equality priorities, including inequality and health inequality.		There is evidence that cross-organisational learning is taking place.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		The results of these activities contribute directly to the development of the organisation's objectives.		The community and voluntary sector say that they are treated as equal partners by the Council.	

Assessing Equality Impact in Policy	and Decision Making				
Developing		Achieving		Excellent	
9.1	Overall Summary	9.2	Overall Summary	9.3	Overall Summary
Due regard is taken to the aims of the general equality duty when making decisions and when setting policies.		Equality analysis/ impact assessment is integrated systematically into planning and decision making across the organisation.		The organisation can demonstrate that improvements in equality outcomes are being delivered as a result of effective equality analysis/ impact assessment, and that negative impacts have been mitigated.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation has an agreed approach to conducting equality analysis/ impact assessment of policy and service decisions.		There is senior level commitment to using and understanding equality analysis/ impact assessment to inform planning and decision making.		The organisation can demonstrate how equality analysis/ impact assessment has been used to identify needs and improve outcomes/ reduce inequality.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Training and support on equality analysis/ impact assessment is available.		The organisation's assessments are accessible, robust and meaningful.		The organisation can provide evidence of how or where equality analysis / impact assessment has informed decision-making and led to different, tailored services that have improved outcomes.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Impact assessments take account of the views of those affected by the policy or decision.		There is evidence that Members routinely take account of equality analysis/ impact assessment when making decisions.		The organisation captures information about what budget/service cuts mean to people's lives.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		

There is a process for ensuring that equality impact assessments are sufficiently robust.	Decisions around budget cuts and savings have taken account of cumulative impact.		
	Criteria	Key Evidence Against Criteria	
	The findings, recommendations and conclusions are shared effectively to inform decisions and planning.		
	Criteria	Key Evidence Against Criteria	
	Mitigating actions are identified where appropriate.		

Developing		Achieving		Excellent	
10.1	Overall Summary	10.2	Overall Summary	10.3	Overall Summary
Equality objectives for the organisation have been set and published in accordance with the requirements to support the public sector Equality Duty.		Specific and measurable equality objectives have been integrated into organisational strategies and plans and action is being taken to achieve them. Outcomes are measured and monitored regularly by senior leaders.		The organisation can demonstrate a clear link between meeting their equality objectives and positive outcomes for its communities.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The specific duty to publish equality objectives has been met.		Equality objectives are integrated into organisational strategies and plans.		There is evidence that equality objectives have led to improved outcomes for people with protected characteristics.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Objectives are underpinned by robust equality analysis.		There is evidence of a link between equality objectives, business planning and performance management.		Actions to achieve priority outcomes are reviewed and regularly updated.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Objectives are SMART(Specific, Measurable Realistic, Achievable and Timely).		Progress is regularly monitored and reviewed.		Steps are taken if deficiencies are identified.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Members are kept informed of progress against equality objectives.		Stakeholders and staff are involved in the monitoring of objectives.	
				Criteria	Key Evidence Against Criteria
				An Annual Equality report is published and shared.	

Performance Monitoring and Scrutiny								
Developing		Achieving		Excellent				
11.1	Overall Summary	11.2	Overall Summary	11.3	Overall Summary			
Appropriate structures are in place to ensure delivery and review of equality objectives.		The setting and monitoring of equality objectives is subject to challenge, including through any organisational bodies or groups and the political Overview and Scrutiny process.		The organisation uses the scrutiny process as a driver for change. The organisation benchmarks its achievements against comparable others and shares its experience in developing good practice.				
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria			
There is an appropriate and accountable leadership group/ board/ forum who have responsibility for the equality agenda.		The Overview and Scrutiny function is used to scrutinise and challenge equality analysis / impact assessment objective setting and monitoring.		The organisation assesses its performance and outcomes against comparable organisations.				
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria			
There are resources for supporting equality work.		The public are enabled to monitor progress		Review mechanisms are in place.				
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria			
		Progress and responses are reported regularly to the leadership of the organisation.		Some outcomes and priorities have changed as a result of Scrutiny review.				
				Criteria	Key Evidence Against Criteria			

			_
		The organisation is approached on a regular	
		basis to provide examples of, or showcase	
		good practice.	

ITHEMATIC AREA 3 - Responsive Services and Customer Care									
Commissioning and Procuring Serv	lices								
Developing		Achieving		Excellent					
12.1	Overall Summary	12.2	Overall Summary	12.3	Overall Summary				
The organisation ensures that procurement and commissioning processes and practice take account of the diverse needs of clients, and that providers understand the requirements of the public sector Equality Duty.		Mechanisms are in place to ensure that equality standards are embedded throughout the procurement cycle.		The organisation can demonstrate that commissioned procured services are helping it achieve its equality priorities.					
Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria				
Guidance is available for suppliers on the equality requirements for the procurement and commissioning process.		The organisation considers how the public pound is spent in regards to local procurement and influence on the local economy.		There is evidence that contracts are being monitored using quantitative and qualitative analysis. The results are considered by both the supplier and client.					
Criteria There are standard equality clauses for	Key Evidence Against Criteria	Criteria Specifications take account of the	Key Evidence Against Criteria	Criteria There is evidence of providers meeting the	Key Evidence Against Criteria				
contracts.		different needs of users, for example through equality analysis/ impact assessments.		organisations equality objectives.					
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria				
		Monitoring requirements are built into contracts to ensure equality issues are addressed.		Providers understand and can articulate a commitment to equality.					
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria				
		The organisation has an established Social Value Framework. The Social value of contracts is measured.		The organisation achieves considerable social value from Its contracts					
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria				
		The performance of sub- contracting arrangements is measured.		Local procurement is positively influencing the local economy					

Integration of equality objectives into service planning								
Developing		Achieving		Excellent				
13.1	Overall Summary	13.2	Overall Summary	13.3	Overall Summary			
Structures are in place to ensure equality utcomes are integrated into business bbjectives.		Equality objectives are integrated into service plans across the organisation, with progress towards them performance managed by key decision makers.		The organisation can demonstrate that improvements and equality outcomes are being delivered across the business.				
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria			
Service plans are monitored regularly to ensure that equality objectives are being met.		Objectives address inequality and equality gaps.		Service Plans are designed and written with equality objectives in mind.				
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria			
Equality analysis is fed into planning and assessment of service plans.		The needs of protected groups are taken account of.		Business plans review past performance, demonstrate how past objectives have been achieved, review performance and set new objectives.				
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria			
Customer care policies highlight the needs of rotected groups.		Service users have opportunities to comment on how services are planned.		Gaps have been identified in terms of who may not be using the service and why. Action has been taken to change services in response.				
		Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria			

	Objectives have specific timescales.		There is evidence of improved or improving outcomes, disaggregated where appropriate to demonstrate the effects on different communities/ protected groups.	
	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
	Resource implications have been properly assessed.		There is evidence that Services are being co- produced with service users.	
	Criteria	Key Evidence Against Criteria		
	Key decision makers demonstrate that they continuously monitor, review and evaluate performance for equality objectives.			
	Criteria	Key Evidence Against Criteria		
	Equality integrated into the performance management.			

Service Delivery					
Developing		Achieving		Excellent	
14.1	Overall Summary	14.2	Overall Summary	14.3	Overall Summary
The organisation has systems to collect, analyse and measure how satisfied all sections of the community are with services.		There is evidence that services are meeting the needs of a diverse community, and that take up of services is representative of the wider community.		The organisation has systems in place to use monitoring data and citizen feedback to redesign or adapt services to ensure equity of access, and can demonstrate where this has been done.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There are mechanisms in place for service users to be consulted about service development and delivery.		Service users are consulted effectively before services are developed.		Services are co-produced with service users wherever possible and service users are able to influence changes.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Social Value and Collaborative Principles are reflected in the organisations practical service delivery.		Issues such as Social Prescription and Social Value are used to measure outcomes which are not delivered by the organisation.		Initiatives such as Community Asset Transfers and Community Right to Challenge are in evidence as delivered by local communities instead of the local authority.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation is able to analyse and measure whether all sections of the community are able to access services.		Access to and appropriateness of services is monitored regularly by senior leaders and decision makers.		There is evidence of how levels of customer satisfaction with services have improved over time.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
It is clear who Service users are. Services carry out mapping exercises to identify and review current participation and to highlight gaps.		Senior leaders and decision makers demonstrate that they continuously review and evaluate access to services.		Take up of services is representative of the community in proportions that would be expected.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation collects data about user satisfaction with its services. The mapping and satisfaction data collected is disaggregated by different equality groups or vulnerable communities.		Data about access to services and user satisfaction is used in equality analyses/ equality impacts assessment.		There are examples of how different customers' experiences are analysed and acted upon.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Complaints are disaggregated by protected groups. There are mechanisms in place to enable staff to introduce business improvements.		A scrutiny/ evaluation process of services is in place.		The organisation has taken steps to safeguard the human rights of individuals where these have been threatened.	· · · · · ·
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		
Appropriate mechanisms are in place to ensure that Human Rights considerations are identified when planning services and that customers and citizens are treated with dignity and respect.		Human Rights issues are understood and considered when delivering services to customers and clients.			
		Criteria	Key Evidence Against Criteria		
		Human Rights guidance is available for staff and decision makers have up to date knowledge.			

THEMATIC AREA 4 - Diverse and Engaged Workforce									
Norkforce Diversity									
Developing		Achieving		Excellent					
15.1	Overall Summary	15.2	Overall Summary	15.3	Overall Summary				
The organisation understands its local labour market, and has mechanisms in place to monitor ts workforce against protected characteristics.		The organisation can demonstrate movement towards greater diversity in its workforce profile compared with previous years, including increasing the levels of previously under-represented groups at all levels of the organisation.		The organisation actively ensures that the profile of its workforce (including the profile of major providers of commissioned services) broadly reflects the community it serves / local labour market.					
riteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria				
The organisation is clear about its local labour narket.		Where there is evidence of disproportionality, action is being taken to reverse the trends.		There are appropriate examples of positive action to improve diversity.					
riteria	Key Evidence Against Criteria		Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria				
t has begun to identify the steps it needs to take o achieve a diverse workforce. These are eflected in recruitment policies and procedures.		Succession plans and recruitment processes address under- representation.		There is evidence that the workforce profile at all levels broadly matches the local labour market/community profile. This is continually monitored.	t				
riteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria				
The progress of protected groups through the rganisational hierarchy is monitored.		Specific and measureable employment targets been set to improve workforce diversity.		There are reasonable explanations for gaps (e.g. the community profile is constantly changing or largely retired population) and what the organisation is doing about it.					
riteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria				
quality mapping data is used as part of the nalysis.		Selection panels are trained in Unconscious Bias. This includes senior recruitment panels where Members are involved.		Good use is made of flexible working arrangements and career pathway initiatives to address potential barriers and under representation.					
riteria	Key Evidence Against Criteria								
tecruitment and selection is monitored at all tages of the process by protected haracteristics.	-								

Inclusive Strategies and Policies					
Developing		Achieving		Excellent	
16.1	16.1 Overall Summary 16.2		Overall Summary	16.3	Overall Summary
The organisation's workforce strategies and policies include equality considerations and		The equality objectives contained within workforce strategies are		Prioritised equality outcomes for the whole workforce are being achieved.	
bjectives. Criteria	Key Evidence Against Criteria	implemented and monitored.		Dette de	Key Evidence Against Criteria
All employment policies and procedures comply with equality legislation and employment codes f practice.	rey Lvidence Against Cinteria	e Against Criteria Criteria Criteria Key Evidence Against Criteria Criteria Key Evidence Against Criteria Key Evidence Against Criteria Criteria Key Evidence Against Criteria Criteria Key Evidence Against Criteria Criteria Key Evidence Against Criteria Key Evidence Against Criteria Criteria Key Evidence Against Crite			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation's workforce strategy identifies equality issues.		The equality aspects of the organisation's workforce strategy are being implemented and tracked.		Strategic, innovative and holistic approaches have been considered to improve outcomes.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Fargets and objectives are based on internal nonitoring, staff consultation and the assessment of the local labour market and parriers to employment.		When necessary, changes have been made as a result of equality analysis findings.		Staff are involved in developing and monitoring these policies.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
lew/changing employment policies and rocedures are assessed for their impact on eople with protected characteristics.		Managers apply policies and practices across the authority in a consistent manner for all staff.		Positive and tangible outcomes have been delivered as a result of the implementation of a wide range of policies and practices.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria

All employment and training related policies are regularly reviewed.		Staff are engaged positively in employment and service transformation and in developing new roles and ways of working. Trade unions and partners are involved.		The organisation compares well with others.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The council is using its workforce data to develop training and development strategies that can support a wider equalities agenda for employees.		The training and development offer supports a wider equalities agenda for the organisation.		Outcomes are communicated to staff with protected characteristics.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
A range of inclusive structures are in place to engage and involve staff.		Training courses and development interventions are meeting the needs of different groups, and are making a difference in getting underrepresented groups of staff up the leadership ladder.		The organisation has high satisfaction levels across all staff groups in respect of staff engagement.	
				Criteria	Key Evidence Against Criteria
				Training and development strategies are proven to be making a significant difference to the wider equality agenda for employees and for workforce diversity.	

Developing		Achieving		Excellent	
17.1	Overall Summary	17.2	Overall Summary	17.3	Overall Summary
Systems are in place to collect and analyse	ems are in place to collect and analyse The organisation regularly monitors,			The authority has a robust and	
employment data across a range of practices		analyses and publishes employment		comprehensive set of employment data and	
recruitment, training, leavers, grievance and		data in accordance with its statutory		uses this to inform its workforce strategy and	
disciplinaries etc).		duties.		management practice.	
	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation reports annually on its Gender		Data on applicants, people shortlisted		Workforce data includes a wide range of	
Pay Gap.		and the composition of the workforce is		information and protected characteristic	
		systematically collected. This can be		profiles including pay levels, training	
		disaggregated by the protected		opportunities, appraisal ratings.	
		characteristics.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
People are encouraged to provide data and there	,	The organisation's Gender Pay Gap is		The organisation considers pay gaps across	,gunot entena
are initiatives in place to increase the disclosure		reducing and it is addressing any race		other areas of inequality such as religion and	
of equality information by staff.		pay gap.		belief/ race- ethnicity/ age, disability etc.	
		F-7 3-F.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Diversity monitoring information is separated	noy Endence Againet entena	There is evidence that workforce data	noy Endonce Agamet entend	The organisation understand the effects of	noy Endonice Againet entona
rom recruitment decisions and held securely.		is analysed and reported to senior		employment policy and practice on its	
		leaders regularly.		workforce.	
Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
GDPR processes are in place and regulations		Workforce information is published to		The organisation has sufficient information	
are being met.		cover basic legal requirements and		about staff to inform robust equality analysis.	
ů.		includes analysis of pay/job evaluation			
		outcomes.			
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		There is evidence that the organisation		The workforce profile is updated regularly.	
		is actively working on reducing its			
		Gender Pay Gap.			
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Action has been taken as a result of		Data is looked at organisationally and service	
		monitoring, trends are being identified		by service.	
		and used to help establish objectives.			
				Criteria	Key Evidence Against Criteria
				It is possible to analyse data by all the	
				protected characteristics.	1

Learning and Development					
Developing		Achieving		Excellent	
18.1	Overall Summary	18.2	Overall Summary	18.3	Overall Summary
The organisation carries out regular assessments of the training and learning and development needs required to ensure its councillors and officers are equipped to understand their equality duties and take action to deliver equality outcomes.		The organisation provides a range of accessible learning and development opportunities to support councillors and officers in achieving equality objectives and outcomes.		Decision makers understand the importance of equality when making decisions and in how they use resources. Services are provided by knowledgeable and well-trained staff who are equipped to meet the diverse needs of local communities.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
An assessment has been made as to what equality-related training, learning or development is required.		Equality and diversity forms part of the training and development for key decision makers.		Managers and staff are accountable for ensuring equality outcomes. They can give examples of improved equality outcomes they have contributed to.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Appropriate behavioural competencies have been identified for the workforce.		There is evidence that equality issues are mainstreamed into all training (e.g. training on customer care.		Good performance is recognised in the appraisal process and more generally.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Induction training for new Members includes equality and all Members are offered Equality training.		Different methods are used to promote learning to a wide audience (e.g. standard courses, coaching, mentoring).		Staff feel their skills have improved and that they are able to relate effectively with a range of clients.	
	Key Evidence Against Criteria		Key Evidence Against Criteria		Key Evidence Against Criteria
Appraisal processes ensure staff and managers are aware of their equality-related responsibilities and accountabilities.		Management and individual appraisals include specific equality objectives for the service area.		Staff can answer questions about the council's equality priorities.	
				Criteria	Key Evidence Against Criteria
				Feedback from service users in protected groups is positive about the skills of staff in dealing with their issues.	

Health and Wellbeing						
Developing		Achieving		Excellent		
19.1	19.1 Overall Summary 19.2		Overall Summary	19.3	Overall Summary	
The organisation has begun to consider how it can address the key employee health and wellbeing issues.		The organisation promotes the health and well-being of staff in its workforce and other policies.		There is a positive health and wellbeing culture throughout all levels and areas of the service.		
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	
The organisation uses workforce data and other information from staff to determine what its health and wellbeing priorities are.		There is a coherent Health and Wellbeing Strategy that addresses a range of related issues.		Approaches to health and wellbeing are innovative.		
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	
The organisation has assessed all aspects of the working environment to ensure that the needs of all its employees are met.		Improvements have been made to the working environment.		.The organisation has adopted the Social model of disability		
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	
A range of inclusive mechanisms are in place to engage and involve staff.		Staff are engaged positively in employment and service transformation and in developing new roles and ways of working.		There have been significant outcomes in the health and wellbeing of all staff including those with protected characteristics.		
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	
Policies and systems are in place to identify, prevent and deal effectively with harassment and bullying at work.		Reasonable Adjustments are provided in a timely fashion consistently across the organisation.		There are high satisfaction levels with the working environment across all staff groups particularly those with protected characteristics.		
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	
The organisation has a policy for Reasonable Adjustments for staff and Members and managers are trained to implement it.		Occupational health works closely with HR to identify and address absence trends.		The organisation has high satisfaction levels across all staff groups in respect of staff engagement.		
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	

Occupational health services are provided.		Managers have received training on mental health awareness and say they are equipped to address staff issues.		Harassment and bullying at work is dealt with effectively and staff say that they are treated with dignity and respect.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		
The organisation has started to address mental health issues in the workplace		Harassment and bullying incidents are monitored and analysed regularly.			
		Criteria	Key Evidence Against Criteria		
		Appropriate action is taken to address the issues that have been identified.			

Developing			Achieving		Excellent	
20.1	Overall Summ	nary	20.2	Overall Summary	20.3	Overall Summary
The organisation has begun to consider how it can address the key employee race equality, issues, concerns and barriers.		,	The organisation promotes and practices race equality in its workforce and other policies.		There is a positive and inclusive race equality culture and performance throughout all levels and areas of the service.	
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Ste	ps
Secondments	Are they transparent, fair, advertised, open and merit based?					
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Ste	ps
Recognition, pay and reward	Is everyone recognized fairly and consistently? Is there unfairness in pay and performance (eg ratings) and reward (eg recognition payments)? Is there an ethnicity pay gap?					
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Ste	ps
Policies and Best Practice	Is flexible working / work life balance equally offered? are reasonable adjustments consistent and meet individual needs? Are all policies and processes free from discrimination and bias?					
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Ste	ps
Recruitment	Is the process equitable and fair? Are there equal internal progression opportunities? Is there bias in recruitment practices? Do applicant and hiring rates reflect local communities?					
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Ste	ps
Mentoring and Coaching	Is there a culture of mentoring and coaching, accessible and available to all? Are there reverse mentoring opportunities? Can all staff discuss and get development with their line managers? Are there role models?					
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Ste	ine

1	1	1		1	
Progression	Do BAME staff have long length of service, poor progression, unable to showcase / demonstrate ability and are there unequal access to opportunities. Is there recruitment bias in progression? Are internal pipelines understood?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Retention	Is there a poor employee experience and what does it look and sound like? Is there poor behaviours, internally and externally and ways to call these out, tackle and resolve these? Is there high BAME turnover re joiners and leavers? Are we representative at all grades?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Employee Network Groups	Are there effective Network Groups, with clear terms of reference, standard operating procedures, senior sponsors, committees and a clear governance structure and pathways? Do they have an evidenced workplan, a communications plan and act as a constructive and focused forum, providing insight and employee voice to help inform organisational needs.				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Employee Voice and Speaking Out	Are BAME staff able to speak out, report and surface any workplace issues, in relation to behaviours, decisions, pay and reward, abusive customers Will these be taken seriously. Are there unintended consequences for the victim? Is there a culture of under reporting.				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Culture	Are there in-groups, out-groups, favoritism, bias? Is there low confidence, self-esteem for BAME Staff? Is there an inclusive culture and behaviours? Are there excluding behaviours and what are they ?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Performance	Are there disparities in objective setting, performance reviews, workplace allocation and performance ratings for BAME staff? Are there less exceeded target ratings for BAME staff?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Line Management relationship and practice	Is line management inclusive? Is there consistent wellbeing support, respect, development opportunities and line management? Can you call out poor behaviours to line managers, who will help you to resolve them?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Workplace practices	Are all processes, procedures and practices consistent, of high quality with no adverse impacts on BAME staff. Are BAME staff given				
Criteria	unfavourable work allocation, shift patterns, hazardous work? Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps

Employee Relations	Are there any disparities in HR cases brought forward by BAME staff? Are there disparities in outcomes? Are there disparities in BAME employees experiencing disciplinary procedures and disproportionate outcomes / sanctions? Is there a healthy Employee Relations culture between the TUs and organisation on Race Equality? How satisfied are BAME staff with the outcomes of formal / informal complaints and concerns? Are BAME staff confident about speaking up on issues pertaining to race and racism (whether about the workplace, service delivery or societal)? Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
		ncy Evidence Against Developing	They Evidence Against Achieving		
Development opportunities	Is there consistent and fair opportunities to learning and development opportunities for non- mandatory courses, local opportunities, shadowing, projects, daily tasks? Are development plans supportively discussed and recorded during performance reviews?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Impact Assessments	Is there an effective work practice of timely and meaningful Equality and Health Impact Assessments and do they fully consider, consult and improve outcomes for BAME employees, service users and communities. Are managers skilled in delivering these and leaders skilled in reviewing these? Is the political leadership skilled and adept at understanding EDI implications and mitigation decisions?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Governance	Is there clear Governance structures, EDI sponsors and local leads and measures? How do we actively monitor need, progress and impact? Are we aware of our drivers (internal, external, legal, Public Authority, regulatory, GLA, London Councils). Are all individual responsibilities clearly understood and delivered?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Leadership	Is the leadership pro-actively engaged in the EDI Agenda. Is the leadership actively anti-racist. Does the leadership create active leadership listening opportunities? Does the leadership attend Inclusive Leadership development? Do Leaders have EDI performance targets, measures, with leadership development on how to deliver against these? Do our leadership and managers have the cultural intelligence to manage and support a diverse workforce?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Data and Reporting	Are there dashboards, scorecards, inclusion index, recruitment data, staff survey data, effective reporting, service users data and integrated People Plans? Do these show a clear BAME analysis and narrative? Are these circulated and do managers have the skills to interpret and respond by changing employment practice and service provision? Is the Ethnicity Pay Gap a potential analysis to conduct.				

Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Frontline Employee Experience	Are there differential and adverse experiences of BAME staff, due to their background? Are these reported and responded to by the organisation? Is the required support provided? Are services designed to protect and safeguard staff?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Community Relationships	What is the Council's reputation as an employer of choice? Are there tensions in the community between different groups? Does the Council understand the demographic diversity and needs of different customer, service users and community groups? How does the Council understand this and use this intelligence to design and deliver inclusive and accessible services, safeguarding staff?				
	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
	Inclusion (issues not people) – Are issues/concerns pertinent to race proactively included/welcomed from the outset without resistance (and without having to be proposed by BAME staff)?				
	Perceptions (of none BAME staff) – From the perspective of non-BAME staff, how proactive is Havering Council in dealing with issues of race/racism and how well does it deliver on these issues?				
Attitudes, perceptions, values and beliefs	Perceptions (of BAME staff) – From the perspective of BAME staff, how proactive is Havering Council in dealing with issues of race/racism and how well does it deliver on these issues?				
and systemic race inequality	Perceptions (by BAME staff) – From the perspective of BAME staff, how proactive is Havering Council in dealing with issues of race/racism and how well does it deliver on these issues?				
	Attitudes (of non-BAME staff) – To what extent do non-BAME staff, across all grades, understand the impacts of race inequality in Britain, the impact it has on BAME citizens and their role in becoming anti-racist?				
	What is the visible leadership, HR and Trade Union's commitment and practices, in tackling issues around race inequality?				
	Systemic Racism – How well is racism (local, national and global) recognised and understood, in particular the effect it have on issues / decisions and behaviours within the borough and the council?				

## Race, Equality, Accessibility, Diversity and Inclusion (READI) - Service Evidence Capture Self-Assessment

<b>Directorate : Chief Operating Office</b>	Chief Operating Officer Service Name /s : Transformation Programme			on Programme	
Nominated Lead : REDACTED				<u> </u>	
How To Guide :					
This is an uploaded Teams fileshare, which wi	ill automatically undate. It is divided into s	ervice specific tabs. Please work di	rectly to this database, through the Teams	IDEA space	
There are 4 thematic areas to provide evidence		-		-	put in .
			-	with the left hand column. Developing	put m.
- specific, service related examples of policies,					
<ul> <li>then, identify areas of improvement, challeng</li> </ul>	ges and barriers to more inclusive service pr	rovision, workplaces and community	y cohesion		
- work across each standard and leave blank, it	no evidence exists or state in progress, if t	his is planned			
- once complete, fill in the overall summary of					
once complete, nin in the overall summary of	performance, in each section				
Please contact REDACTED @havering.gov	.uk (EDI and Race Relations Consultant) if y	ou need assistance and support.			
THEMATIC AREA 1 - Understanding and	Working with your Communities				
Collecting and Sharing Information					
Developing		Achieving		Excellent	
1.1	Overall Summary	1.2	Overall Summary	1.3	Overall Summary
The organisation has gathered and published		Relevant, proportionate and	e voi an e annai y	A comprehensive set of information about	
information and data on the profile of its communities		appropriate information about the		local communities/protected characteristics	
and the extent of inequality and disadvantage. Plans		local communities and their		needs and outcomes is regularly updated and	
are in place to collect, share and use equality		protected characteristics is being		published and used to identify priorities for the	
information with partners.		gathered. Information is shared		local area	
		across the organisation and with			
		partners			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation is clear about what sources of	<u> </u>	Information is disaggregated and		The Council is working with partners to	
information (both local and national) are relevant and		analysed on the basis of different		continuously develop new and innovative data	
useful.		communities, including those		sharing platforms.	
		sharing protected characteristics.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation knows what information is already		Quantitative and gualitative research	····) -································	The organisation has a sophisticated	
being collected – internally and by its partners,		methods are used to gather data		understanding of the difference between the	
including voluntary and community sector		and information.		equality profile of their local area and how that	
stakeholders?				translates to inequalities for different groups.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Some information and data has been gathered and		National and regional data is used		Changing needs are identified and prioritised	
published.		and analysed.		across a wide range of services and	
				outcomes by, for example, referring to the	
				Equality and Human Rights Commission's Equality Measurement Framework.	
				Equality Measurement Framework.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation is working with its partners to ensure	Rey Evidence Against Criteria	Information from ward councillors is	Rey Evidence Against Chiena	Data is regularly updated and used to set	Rey Evidence Against Chiena
information is shared effectively.		gathered in a systematic way.		priorities across the organisation and in	
information is shared enceavery.		gamered in a systemate way.		different services, by geographical area and	
				by protected characteristic.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Partners ensure efficient collection of data that avoids		Data is easily accessed, shared and		There is evidence of a continuous	
duplication.		used by departments across the		improvement of the quality of the data.	
		organisation.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The authority is compliant with GDPR legislation in its		The organisation is working with		The organisation is working with partners to	
collection, analysis storage and use of data and		partners to address identified gaps in	n	ensure that changing needs are identified and	
information		information. Data is disaggregated		met.	
		using the same or similar categories	i.		
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Information is being shared to		Voluntary and community sector	
		identify and measure equality gaps		partners/health colleagues and stakeholders	
		and to inform outcomes for the area		access and use the information.	
		Criteria	Kau Fuidanaa Anainat Caitania		
	4	Criteria There are robust and effective	Key Evidence Against Criteria		
		protocols in place for sharing			
		information between partners and to			
		ansura data protection			

Criteria	Key Evidence Against Criteria	
Information is being captured about		
health inequality.		

Developing		Achieving		Excellent	
2.1	Overall Summary	2.2	Overall Summary	2.3	Overall Summary
Systems are being developed to analyse soft and hard data/intelligence about communities, their needs and aspirations.		Information and data is disaggregated and analysed to support the assessment of local need, impacts of changes to services and priorities.		Up to date and comprehensive equality data is used regularly to plan and assess impacts of decisions.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation is developing and improving systems for collating and analysing the different sets of data being collected.		Data is used to inform the setting of relevant equality objectives, and these are regularly monitored.		The organisation and its partners are using data in the most innovative ways such as predictive analytics to target service interventions	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Information is collected by front-line staff or key decision makers and taken account of.		Data is used in service planning, commissioning and decision making		Data is being used to predict and measure demand for services	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The authority is compliant with GDPR legislation, analysis and use of data and information		Data is continuously gathered and analysed.		Achievement of outcomes are measured and there is evidence of gaps being narrowed.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Criteria		Information is disaggregated in a meaningful way, by relevant protected characteristic and other factors (such as deprivation or rurality) and analysed on a regular basis. Information is used to identify and prioritise on the basis of need.		Performance is monitored against equality objectives and outcomes including procurred and commissioned services, and with key partners and other stakeholders.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Information and data is used effectively as part of impact assessment/ risk assessment and giving due regard to the public sector equality duty.		Equality outcomes for commissioned and procured services are monitored and reported on.	

Developing		Achieving		Excellent	
3.1	Overall Summary	3.2	Overall Summary	3.3	Overall Summary
nclusive community engagement structures are being		Engagement mechanisms and		Formal and informal interactions takes place	
developed throughout the organisation.		structures are in place to involve		between the organisation and its diverse	
		equality stakeholders and scrutinise		communities. Communities from across the	
There are opportunities for communities to be involved		service delivery, decision- making		protected groups are actively participating in	
n decision making.		and progress. The organisation		and influencing decision making.	
		engages with all its communities			
		when making decisions, including			
		those with protected characteristics.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation has an engagement strategy. It is		People from protected groups are		There are a range of innovative approaches	
clear about different levels of engagement (i.e.		encouraged and enabled to		to involving communities and arrangements	
informing, consulting, participating, co-producing) and		participate in decision making.		are made to meet specific or individual needs.	
when these are appropriate.					
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Engagement structures are in place		A range of engagement		Vulnerable people/ communities are	
		methodologies are used.		participating including the hardest to reach in	
				the community.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There are opportunities for protected groups to be		Priorities have been changed as a		There is evidence that mainstream	
engaged with decision making.'		result of engagement with a clear		engagement mechanisms are increasingly	
		and demonstrable evidence basis.		involving previously under-represented	
		and demonstrable evidence basis.		involving previously under-represented	
		and demonstrable evidence basis.		groups.	

The organisation can evidence examples of these opportunities.		The organisation and partners engage collectively/share information and results of engagement activities to ensure that particular groups are not being over consulted with.		Communities are encouraged or supported to influence or make decisions.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Shared engagement structures/mechanisms are in development with partners.		There is an increase in the involvement of underrepresented groups.		Staff and stakeholders are able to describe levels of influence within the community and changes made as a result.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There are some shared engagement activities with partners.		Engagement with the community and voluntary sector and the wider community effectively inform decisions.		Key decision makers are involved in the engagement process.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		There are processes and plans throughout the organisation and with partners to increase stakeholder and voluntary and community sector involvement in informing prio		There is evidence of partnership arrangements leading to improved outcomes in participation.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		increase stakeholder and voluntary and community sector involvement in informing priorities.		Partners are open to challenge and constructive criticism.	
					Key Evidence Against Criteria
		Feedback is given and people in the community are able to challenge and have their views taken account of.		Where there is very limited or no actual representation within a local demographic, the ability to cater for difference is in evidence.	

Developing		Achieving		Excellent	
4.1	Overall Summary	4.2	Overall Summary	4.3	Overall Summary
Structures are in place within the organisation and		The organisation and its partners		The organisation takes a sophisticated	
across partnerships to understand community		have a strong understanding of the		approach to fostering good relations which	
relationships and map community tensions.		quality of relations between different		has resulted in measurable improvements in	
		communities and collectively		relationships between diverse communities	
		monitor relations and tensions. The			
		organisation and its partners are			
		actively engaged in planning and			
		delivering activities that foster good			
		relations.			
		relations.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There are joint partnerships responsible for monitoring		Harassment and hate crimes are		Information is available to show there has	
community tensions.		monitored and analysed regularly		been an improvement in community relations.	
		, , ,			
	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria
The Community Safety Strategy addresses the issue of		Appropriate action is taken to		The organisation works with others to improve	
community cohesiveness		address the issues that have been		performance on good relations between	
		identified.		diverse communities.	
	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Council leaflets/ posters/ communications/ events		Members play a role in monitoring		The Council's leaders maintain a high profile	
promote positive relations.		community relations and reporting		on community relations. The Council makes	
		intelligence		use of Members' links with different	
		-		communities depending on circumstances.	
		Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria
		Data is available, and is it		The Council plays a leading role in bringing	
		disaggregated to cover the protected		the partners and the community together if	
		characteristics.		there are serious incidents of hate crime.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Data is regularly analysed and acted		There is obvious and demonstrable cross-	
		upon.		over between equality, diversity and	
				community cohesion.	
		Criteria	Key Evidence Against Criteria		
		Stakeholders and communities are			
		involved in the monitoring.			

Developing		Achieving		Excellent	
6.1	Overall Summary	6.2	Overall Summary	6.3	Overall Summary
he organisation has a clear understanding of the level participation in public life by different ommunities/protected characteristics. This can clude involvement in local democracy and epresentation e.g. school governors, councillors, oard members of voluntary/statutory sector rganisations.		Local people are encouraged to participate in public life or in other activities where they are under- represented. The Council uses a range of different methods and it is able to innovate and find new ways to extend participation in certain communities.		There is an improvement in the participation rates of under-represented groups in public life. The organisation can demonstrate that people across a range of protected characteristics are able to influence decisions	
riteria	Key Evidence Against Criteria		Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
iformation/data is gathered about the extent of wolvement in public life		The organisation actively informs and involves local people, including under- represented groups, in opportunities for public participation.		There is evidence that improvements have been achieved.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Outreach work or public campaigning has been undertaken to increase levels of participation by protected groups.		More people from under-represented groups are participating across a wider range of activities.	
				Criteria	Key Evidence Against Criteria
				Decision makers are from a wider range of backgrounds.	

THEMATIC AREA 2 - Leadership and Ord	anisational Commitment				
Leadership					
Developing		Achieving		Excellent	
7.1	Overall Summary	7.2	Overall Summary	7.3	Overall Summary
The political and executive leadership have publically committed to reducing inequality, fostering good relations and challenging discrimination.	The executive leadership, within the council's ambition statement and future target operating model, have identified and committed to the need for shifts in	Political and executive leaders demonstrate personal knowledge and understanding of local communities and continue to show commitment to reducing inequality.		Leaders have gained a reputation within the community and with all of its partners for championing equality, balancing competing interests and fostering good relations.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Senior leaders in the organisation have stated their commitment to a diverse workforce and have made clear what is expected from staff when delivering services to the community	The service review adopted a methodology where staff were invited to redesign their own services. The redesign groups (nominees from the respective	Senior leaders can demonstrate their commitment to equality in decision making and how this informs the way the organisation responds to challenges		The organisation is able to show that even when making difficult decisions it continues to demonstrate a clearly articulated and meaningful commitment to equality.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
recognised and understood by the organisation and		Senior leaders demonstrate knowledge and commitment to equality issues. They 'walk the talk'		Senior leaders have and own clear knowledge of local equality priorities and how and why they are being addressed.	
Criteria		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Leaders have publicly committed to improving equality in their area.	The COO and Transformation Director are publicly committed to equality as reflected in the diversity of the Transformation Programme team.	There is evidence that equality considerations inform their decision making.		Senior leaders act as ambassadors for the equality agenda.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
	Organisation Programme will contribute towards	Senior leaders understand the value and impact good communications can have and ensure that publications, websites and other communications channels are as diverse as possible		Senor leaders personally challenge inequalities and drive an improvement agenda.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria

The organisation regularly communicates its commitment to promoting equality to staff and the community		The organisation promotes a positive narrative around equality and good relations across the whole community		Staff, the community or the voluntary and community sector can offer good examples of how effective communication and engagement with the Council has enabled the organisation to prevent or manage tensions between different equality groups.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There is evidence that publications reflect the organisation's commitment to equality and fostering good relations.		There are examples of where the organisation and its partners have had to take unpopular decisions but still managed to keep local communities on board.		The organisation plays a role in ensuring that all stakeholders collectively manage the conflicting needs of their communities.	
		Criteria	Key Evidence Against Criteria		
		The organisation has taken steps to counter negative stereotypes or dispel myths.			

Priorities and Partnership Working					
Developing		Achieving		Excellent	
8.1	Overall Summary	8.2	Overall Summary	8.3	Overall Summary
Partnership working arrangements are being reviewed with the voluntary and community sector and the wider community to ensure that local equality priorities are addressed	The Communities Programme is directly working on enhancing the partnership working with the voluntary sector and wider community. Wherever possible, opportunities for enhanced partnership working by directorates with the communities they serve have been identified through the service review process.	There is a coherent, shared vision of equality for the local area, with clear priorities which have been agreed and understood by all key stakeholders, including the voluntary and community sector.		The organisation can demonstrate success in working with partners in the public, private, community and voluntary sectors to address equality priorities, which are reviewed on a regular basis.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Corporate and partnership documents capture the commitment of the organisation and partners to equality.		There are shared equality priorities, objectives and outcomes for the local area which are understood and acted on at all levels within the organisation.		Staff, the community or the voluntary and community sector give good examples of improved outcomes/ reduced inequality/ improvements in health inequality.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Criteria Equality objectives are reflected in local strategic planning.	Strategic plans are currently being developed to cover a range of time horizons. The need for equality objectives to be reflected in these plans has been identified and will be addressed accordingly.	There is a clear shared vision for the area.		Review mechanisms are in place.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		The organisation and its partners monitor, review and evaluate performance against equality priorities, including inequality and health inequality.		There is evidence that cross-organisational learning is taking place.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		The results of these activities contribute directly to the development of the organisation's objectives.		The community and voluntary sector say that they are treated as equal partners by the Council.	

Assessing Equality Impact in Policy and	ssessing Equality Impact in Policy and Decision Making								
Developing		Achieving		Excellent					
9.1	Overall Summary	9.2	Overall Summary	9.3	Overall Summary				
	Transformation is not directly involved in the setting of	decision making across the organisation		The organisation can demonstrate that improvements in equality outcomes are being delivered as a result of effective equality analysis/ impact assessment, and that negative impacts have been mitigated.					
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria				

	There is an equalities impact assessment framework that is completed when developing business cases. The approval process for business cases includes a requirement to have the equalities impact assessment signed off.	There is senior level commitment to using and understanding equality analysis/ impact assessment to inform planning and decision making.		The organisation can demonstrate how equality analysis/ impact assessment has been used to identify needs and improve outcomes/ reduce inequality.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Training and support on equality analysis/ impact assessment is available.	There is electronic guidance on how to complete the equalities impact assessment.	The organisation's assessments are accessible, robust and meaningful.		The organisation can provide evidence of how or where equality analysis/ impact assessment has informed decision-making and led to different, tailored services that have improved outcomes.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Impact assessments take account of the views of those affected by the policy or decision.	Impact assessment does take account of the views of those affected but there is a heavy reliance on existing reports rather than a direct solicitation of their views at the time of completing the assessments. Time constraints play a part in this regard.	There is evidence that Members routinely take account of equality analysis/ impact assessment when making decisions.		The organisation captures information about what budget/service cuts mean to people's lives.	
		Criteria	Key Evidence Against Criteria		
	this; however the robustness is usually compromised by time constraints.	Decisions around budget cuts and savings have taken account of cumulative impact.			
		Criteria	Key Evidence Against Criteria		
		The findings, recommendations and conclusions are shared effectively to inform decisions and planning.			
		Criteria	Key Evidence Against Criteria		
		Mitigating actions are identified where appropriate.			

Equality Objectives and Annual Reportin	ng				
Developing		Achieving		Excellent	
10.1	Overall Summary	10.2	Overall Summary	10.3	Overall Summary
Equality objectives for the organisation have been set and published in accordance with the requirements to support the public sector Equality Duty.	Transformation Programme does not have direct responsbilities in this area. The work of transforming services, particularly the definition of KPIs with service areas as part of the service redesign process will	Specific and measurable equality objectives have been integrated into organisational strategies and plans and action is being taken to achieve them. Outcomes are measured and monitored regularly by senior leaders.		The organisation can demonstrate a clear link between meeting their equality objectives and positive outcomes for its communities.	
Criteria	contribute to the evidence needed for this reporting. Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The specific duty to publish equality objectives has been met.	Not applicable.	Equality objectives are integrated into organisational strategies and plans.		There is evidence that equality objectives have led to improved outcomes for people with protected characteristics.	
		Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria
Objectives are underpinned by robust equality analysis.		There is evidence of a link between equality objectives, business planning and performance management.		Actions to achieve priority outcomes are reviewed and regularly updated.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Objectives are SMART(Specific, Measurable Realistic, Achievable and Timely).	Not applicable.	Progress is regularly monitored and reviewed.		Steps are taken if deficiencies are identified.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Members are kept informed of progress against equality objectives.		Stakeholders and staff are involved in the monitoring of objectives.	
				Criteria An Annual Equality report is published and shared.	Key Evidence Against Criteria

Developing		Achieving		Excellent	
11.1	Overall Summary	11.2	Overall Summary	11.3	Overall Summary
ppropriate structures are in place to ensure delivery		The setting and monitoring of		The organisation uses the scrutiny process as	
nd review of equality objectives.		equality objectives is subject to		a driver for change. The organisation	
		challenge, including through any		benchmarks its achievements against	
		organisational bodies or groups and		comparable others and shares its experience	
	The Transformation Programme does not have direct	the political Overview and Scrutiny		in developing good practice.	
		process.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There is an appropriate and accountable leadership		The Overview and Scrutiny function		The organisation assesses its performance	
roup/ board/ forum who have responsibility for the		is used to scrutinise and challenge		and outcomes against comparable	
equality agenda.		equality analysis / impact		organisations.	
		assessment objective setting and			
	See above.	monitoring.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There are resources for supporting equality work.		The public are enabled to monitor		Review mechanisms are in place.	
	See above.	progress			
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Progress and responses are		Some outcomes and priorities have changed	
		reported regularly to the leadership		as a result of Scrutiny review.	
		of the organisation.			
				Criteria	Key Evidence Against Criteria
				The organisation is approached on a regular	
				basis to provide examples of, or showcase	
				good practice.	

THEMATIC AREA 3 - Responsive Service					
Commissioning and Procuring Services					
Developing		Achieving		Excellent	
12.1	Overall Summary	12.2	Overall Summary	12.3	Overall Summary
The organisation ensures that procurement and commissioning processes and practice take account of the diverse needs of clients, and that providers understand the requirements of the public sector Equality Duty.		Mechanisms are in place to ensure that equality standards are embedded throughout the procurement cycle.		The organisation can demonstrate that commissioned/procured services are helping it achieve its equality priorities.	
	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Guidance is available for suppliers on the equality requirements for the procurement and commissioning process.		The organisation considers how the public pound is spent in regards to local procurement and influence on the local economy.		There is evidence that contracts are being monitored using quantitative and qualitative analysis. The results are considered by both the supplier and client.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Fhere are standard equality clauses for contracts.		Specifications take account of the different needs of users, for example through equality analysis/ impact assessments.		There is evidence of providers meeting the organisations equality objectives.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Monitoring requirements are built into contracts to ensure equality issues are addressed.		Providers understand and can articulate a commitment to equality.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		The organisation has an established Social Value Framework. The Social value of contracts is measured.		The organisation achieves considerable social value from Its contracts	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		The performance of sub- contracting arrangements is measured.		Local procurement is positively influencing the local economy	

Integration of equality objectives into service planning							
Developing		Achieving		Excellent			
13.1	Overall Summary	13.2	Overall Summary	13.3	Overall Summary		

Structures are in place to ensure equality outcomes are integrated into business objectives.		Equality objectives are integrated into service plans across the organisation, with progress towards them performance managed by key decision makers.		The organisation can demonstrate that improvements and equality outcomes are being delivered across the business.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Service plans are monitored regularly to ensure that equality objectives are being met.		Objectives address inequality and equality gaps.		Service Plans are designed and written with equality objectives in mind.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Equality analysis is fed into planning and assessment of service plans.		The needs of protected groups are taken account of.		Business plans review past performance, demonstrate how past objectives have been achieved, review performance and set new objectives.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Customer care policies highlight the needs of protected groups.		Service users have opportunities to comment on how services are planned.		Gaps have been identified in terms of who may not be using the service and why. Action has been taken to change services in response.	
		Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria
		Objectives have specific timescales.		There is evidence of improved or improving outcomes, disaggregated where appropriate to demonstrate the effects on different communities/ protected groups.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Resource implications have been properly assessed.		There is evidence that Services are being co- produced with service users.	
		Criteria	Key Evidence Against Criteria		
		Key decision makers demonstrate that they continuously monitor, review and evaluate performance for equality objectives.			
		Criteria	Key Evidence Against Criteria		
		Equality integrated into the performance management.			

Service Delivery					
Developing		Achieving		Excellent	
14.1	Overall Summary	14.2	Overall Summary	14.3	Overall Summary
The organisation has systems to collect, analyse and measure how satisfied all sections of the community are with services.		There is evidence that services are meeting the needs of a diverse community, and that take up of services is representative of the wider community.		The organisation has systems in place to use monitoring data and citizen feedback to redesign or adapt services to ensure equity of access, and can demonstrate where this has been done.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There are mechanisms in place for service users to be consulted about service development and delivery.		Service users are consulted effectively before services are developed.		Services are co-produced with service users wherever possible and service users are able to influence changes.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Social Value and Collaborative Principles are reflected n the organisations practical service delivery.		Issues such as Social Prescription and Social Value are used to measure outcomes which are not delivered by the organisation.		Initiatives such as Community Asset Transfers and Community Right to Challenge are in evidence as delivered by local communities instead of the local authority.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation is able to analyse and measure whether all sections of the community are able to access services.		Access to and appropriateness of services is monitored regularly by senior leaders and decision makers.		There is evidence of how levels of customer satisfaction with services have improved over time.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
t is clear who Service users are. Services carry out mapping exercises to identify and review current participation and to highlight gaps.		Senior leaders and decision makers demonstrate that they continuously review and evaluate access to services.		Take up of services is representative of the community in proportions that would be expected.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation collects data about user satisfaction with its services. The mapping and satisfaction data sollected is disaggregated by different equality groups or vulnerable communities.		Data about access to services and user satisfaction is used in equality analyses/ equality impacts assessment.		There are examples of how different customers' experiences are analysed and acted upon.	

Complaints are disaggregated by protected groups. There are mechanisms in place to enable staff to introduce business improvements.		A scrutiny/ evaluation process of services is in place.		The organisation has taken steps to safeguard the human rights of individuals where these have been threatened.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		
Appropriate mechanisms are in place to ensure that Human Rights considerations are identified when planning services and that customers and citizens are treated with dignity and respect.		Human Rights issues are understood and considered when delivering services to customers and clients.			
		Criteria	Key Evidence Against Criteria		
		Human Rights guidance is available for staff and decision makers have up to date knowledge.			

THEMATIC AREA 4 - Diverse and Engage					
Workforce Diversity		1			
Developing		Achieving		Excellent	
15.1	Overall Summary	15.2	Overall Summary	15.3	Overall Summary
The organisation understands its local labour market, and has mechanisms in place to monitor its workforce against protected characteristics.		The organisation can demonstrate movement towards greater diversity in its workforce profile compared with previous years, including increasing the levels of previously under-represented groups at all levels of the organisation.		The organisation actively ensures that the profile of its workforce (including the profile of major providers of commissioned services) broadly reflects the community it serves / local labour market.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation is clear about its local labour market.		Where there is evidence of disproportionality, action is being taken to reverse the trends.		There are appropriate examples of positive action to improve diversity.	
	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
It has begun to identify the steps it needs to take to achieve a diverse workforce. These are reflected in recruitment policies and procedures.		Succession plans and recruitment processes address under- representation.		There is evidence that the workforce profile at all levels broadly matches the local labour market/community profile. This is continually monitored.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The progress of protected groups through the organisational hierarchy is monitored.		Specific and measureable employment targets been set to improve workforce diversity.		There are reasonable explanations for gaps (e.g. the community profile is constantly changing or largely retired population) and what the organisation is doing about it.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Equality mapping data is used as part of the analysis.		Selection panels are trained in Unconscious Bias. This includes senior recruitment panels where Members are involved.		Good use is made of flexible working arrangements and career pathway initiatives to address potential barriers and under representation.	
Criteria	Key Evidence Against Criteria				
Recruitment and selection is monitored at all stages of he process by protected characteristics.					

Developing		Achieving		Excellent	
16.1	Overall Summary	16.2	Overall Summary	16.3	Overall Summary
The organisation's workforce strategies and policies nclude equality considerations and objectives.		The equality objectives contained within workforce strategies are implemented and monitored.		Prioritised equality outcomes for the whole workforce are being achieved.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
All employment policies and procedures comply with equality legislation and employment codes of practice.		The organisation has a basic set of policies and practices to enhance workforce equality and diversity including reasonable adjustments, equal pay, flexible working and family friendly policies.		The organisation has an excellent set of policies and procedures in place which are actively promoted to staff from all protected groups and used by managers to promote equality.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria

The organisation's workforce strategy identifies equality issues.		The equality aspects of the organisation's workforce strategy are being implemented and tracked.		Strategic, innovative and holistic approaches have been considered to improve outcomes.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Targets and objectives are based on internal monitoring, staff consultation and the assessment of the local labour market and barriers to employment.		When necessary, changes have been made as a result of equality analysis findings.		Staff are involved in developing and monitoring these policies.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
New/changing employment policies and procedures are assessed for their impact on people with protected characteristics.		Managers apply policies and practices across the authority in a consistent manner for all staff.		Positive and tangible outcomes have been delivered as a result of the implementation of a wide range of policies and practices.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
All employment and training related policies are regularly reviewed.		Staff are engaged positively in employment and service transformation and in developing new roles and ways of working. Trade unions and partners are involved.		The organisation compares well with others.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria
The council is using its workforce data to develop training and development strategies that can support a wider equalities agenda for employees.		The training and development offer supports a wider equalities agenda for the organisation.		Outcomes are communicated to staff with protected characteristics.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria
A range of inclusive structures are in place to engage and involve staff.		Training courses and development interventions are meeting the needs of different groups, and are making a difference in getting underrepresented groups of staff up the leadership ladder.		The organisation has high satisfaction levels across all staff groups in respect of staff engagement.	
					Key Evidence Against Criteria
				Training and development strategies are proven to be making a significant difference to the wider equality agenda for employees and for workforce diversity.	

Developing		Achieving		Excellent	
17.1	Overall Summary	17.2	Overall Summary	17.3	Overall Summary
systems are in place to collect and analyse mployment data across a range of practices recruitment, training, leavers, grievance and isciplinaries etc).		The organisation regularly monitors, analyses and publishes employment data in accordance with its statutory duties.		The authority has a robust and comprehensive set of employment data and uses this to inform its workforce strategy and management practice.	
riteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation reports annually on its Gender Pay Sap.		Data on applicants, people shortlisted and the composition of the workforce is systematically collected. This can be disaggregated by the protected characteristics.		Workforce data includes a wide range of information and protected characteristic profiles including pay levels, training opportunities, appraisal ratings.	
riteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
People are encouraged to provide data and there are nitiatives in place to increase the disclosure of equality nformation by staff.		The organisation's Gender Pay Gap is reducing and it is addressing any race pay gap.		The organisation considers pay gaps across other areas of inequality such as religion and belief/ race- ethnicity/ age, disability etc.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Diversity monitoring information is separated from recruitment decisions and held securely.		There is evidence that workforce data is analysed and reported to senior leaders regularly.		The organisation understand the effects of employment policy and practice on its workforce.	
Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
DPR processes are in place and regulations are eing met.		Workforce information is published to cover basic legal requirements and includes analysis of pay/job evaluation outcomes.		The organisation has sufficient information about staff to inform robust equality analysis.	

Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There is evidence that the organisation is actively working on reducing its Gender Pay Gap.		The workforce profile is updated regularly.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Action has been taken as a result of monitoring, trends are being identified and used to help establish objectives.		Data is looked at organisationally and service by service.	
		Criteria	Key Evidence Against Criteria
		It is possible to analyse data by all the protected characteristics.	

Learning and Development	1		1	Excellent	
Developing		Achieving			
18.1	Overall Summary	18.2 The organisation provides a range of	Overall Summary	18.3	Overall Summary
The organisation carries out regular assessments of the training and learning and development needs required to ensure its councillors and officers are equipped to understand their equality duties and take action to deliver equality outcomes.		The organisation provides a range of accessible learning and development opportunities to support councillors and officers in achieving equality objectives and outcomes.		Decision makers understand the importance of equality when making decisions and in how they use resources. Services are provided by knowledgeable and well-trained staff who are equipped to meet the diverse needs of local communities.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
An assessment has been made as to what equality- related training, learning or development is required.		Equality and diversity forms part of the training and development for key decision makers.		Managers and staff are accountable for ensuring equality outcomes. They can give examples of improved equality outcomes they have contributed to.	rey Evidence Against ontend
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Appropriate behavioural competencies have been identified for the workforce.		There is evidence that equality issues are mainstreamed into all training (e.g. training on customer care.		Good performance is recognised in the appraisal process and more generally.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Induction training for new Members includes equality and all Members are offered Equality training.		Different methods are used to promote learning to a wide audience (e.g. standard courses, coaching, mentoring).		Staff feel their skills have improved and that they are able to relate effectively with a range of clients.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Appraisal processes ensure staff and managers are aware of their equality-related responsibilities and accountabilities.		Management and individual appraisals include specific equality objectives for the service area.		Staff can answer questions about the council's equality priorities.	
				Criteria	Key Evidence Against Criteria
				Feedback from service users in protected groups is positive about the skills of staff in dealing with their issues.	

Health and Wellbeing					
Developing		Achieving		Excellent	
19.1	Overall Summary	19.2	Overall Summary	19.3	Overall Summary
The organisation has begun to consider how it can address the key employee health and wellbeing issues.		The organisation promotes the health and well-being of staff in its workforce and other policies.		There is a positive health and wellbeing culture throughout all levels and areas of the service.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation uses workforce data and other information from staff to determine what its health and wellbeing priorities are.		There is a coherent Health and Wellbeing Strategy that addresses a range of related issues.		Approaches to health and wellbeing are innovative.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation has assessed all aspects of the working environment to ensure that the needs of all its employees are met.		Improvements have been made to the working environment.		.The organisation has adopted the Social model of disability	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria

A range of inclusive mechanisms are in place to engage and involve staff.		Staff are engaged positively in employment and service transformation and in developing new roles and ways of working.		There have been significant outcomes in the health and wellbeing of all staff including those with protected characteristics.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Policies and systems are in place to identify, prevent and deal effectively with harassment and bullying at work.		Reasonable Adjustments are provided in a timely fashion consistently across the organisation.		There are high satisfaction levels with the working environment across all staff groups particularly those with protected characteristics.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation has a policy for Reasonable Adjustments for staff and Members and managers are trained to implement it.		Occupational health works closely with HR to identify and address absence trends.		The organisation has high satisfaction levels across all staff groups in respect of staff engagement.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Occupational health services are provided.		Managers have received training on mental health awareness and say they are equipped to address staff issues.		Harassment and bullying at work is dealt with effectively and staff say that they are treated with dignity and respect.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		
The organisation has started to address mental health issues in the workplace		Harassment and bullying incidents are monitored and analysed regularly.			
		Criteria	Key Evidence Against Criteria		
		Appropriate action is taken to address the issues that have been identified.			

Race Equality - please relate this criteria to your local workplace, service provision and communities you serve. Key Considerations to Test During Self-Assessment, Review and Ongoing Strategy Development. Please indicate local performance, from a race equality, diversity and inclusion perspective.

Developing			Achieving		Excellent	
20.1	Overall Summar	у	20.2	Overall Summary	20.3	Overall Summary
The organisation has begun to consider how it can ddress the key employee race equality, issues, oncerns and barriers.			The organisation promotes and practices race equality in its workforce and other policies.		There is a positive and inclusive race equality culture and performance throughout all levels and areas of the service.	
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Ste	eps
Secondments	Are they transparent, fair, advertised, open and merit based?					
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Ste	ps
Recognition, pay and reward	Is everyone recognized fairly and consistently? Is there unfairness in pay and performance (eg ratings) and reward (eg recognition payments)? Is there an ethnicity pay gap?					
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Ste	ps
Policies and Best Practice	Is flexible working / work life balance equally offered? are reasonable adjustments consistent and meet individual needs? Are all policies and processes free from discrimination and bias?					
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Ste	ps
Recruitment	Is the process equitable and fair? Are there equal internal progression opportunities? Is there bias in recruitment practices? Do applicant and hiring rates reflect local communities?					

0.11.1					
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Mentoring and Coaching	Is there a culture of mentoring and coaching, accessible and available to all? Are there reverse mentoring opportunities? Can all staff discuss and get development with their line managers? Are there role models?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Progression	Do BAME staff have long length of service, poor progression, unable to showcase / demonstrate ability and are there unequal access to opportunities. Is there recruitment bias in progression? Are internal pipelines understood?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Retention	Is there a poor employee experience and what does it look and sound like? Is there poor behaviours, internally and externally and ways to call these out, tackle and resolve these? Is there high BAME turnover rejoiners and leavers? Are we representative at all grades?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Employee Network Groups	Are there effective Network Groups, with clear terms of reference, standard operating procedures, senior sponsors, committees and a clear governance structure and pathways? Do they have an evidenced workplan, a communications plan and act as a constructive and focused forum, providing insight and employee voice to help inform organisational needs.				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Employee Voice and Speaking Out	Are BAME staff able to speak out, report and surface any workplace issues, in relation to behaviours, decisions, pay and reward, abusive customers Will these be taken seriously. Are there unintended consequences for the victim? Is there a culture of under reporting.				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Culture	Are there in-groups, out-groups, favoritism, bias? Is there low confidence, self-esteem for BAME Staff? Is there an inclusive culture and behaviours? Are there excluding behaviours and what are they ?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Performance	Are there disparities in objective setting, performance reviews, workplace allocation and performance ratings for BAME staff? Are there less exceeded target ratings for BAME staff?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Line Management relationship and practice	Is line management inclusive? Is there consistent wellbeing support, respect, development opportunities and line management? Can you call out poor behaviours to line managers, who will help you to resolve them?				

Criteria C	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
	· · · · · · · · · · · · · · · · · · ·	.,			
Workplace practices	Are all processes, procedures and practices consistent, of high quality with no adverse impacts on BAME staff. Are BAME staff given unfavourable work allocation, shift patterns, hazardous work?				
Criteria C	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
b tr d G Employee Relations R d tr tr u u u u	Are there any disparities in HR cases brought forward by BAME staff? Are there disparities in outcomes? Are there disparities in BAME employees experiencing disciplinary procedures and disproportionate outcomes / sanctions? Is there a healthy Employee Relations culture between the TUs and organisation on Race Equality? How satisfied are BAME staff with the outcomes of formal / informal complaints and concerns? Are BAME staff confident about speaking up on issues pertaining to race and racism (whether about the workplace, service delivery or societal)?				
Criteria C	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
a Development opportunities d	Is there consistent and fair opportunities to learning and development opportunities for non-mandatory courses, local opportunities, shadowing, projects, daily tasks? Are development plans supportively discussed and recorded during performance reviews?				
Criteria C	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
main Impact Assessments a If	Is there an effective work practice of timely and meaningful Equality and Health Impact Assessments and do they fully consider, consult and improve outcomes for BAME employees, service users and communities. Are managers skilled in delivering these and leaders skilled in reviewing these? Is the political leadership skilled and adept at understanding EDI implications and mitigation decisions?				
Criteria C	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
a rr Governance o re	Is there clear Governance structures, EDI sponsors and local leads and measures? How do we actively monitor need, progress and impact? Are we aware of our drivers (internal, external, legal, Public Authority, regulatory, GLA, London Councils). Are all individual responsibilities clearly understood and delivered?				
Criteria C	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
ls A le co Leadership d d ir ir	Criteria Description Is the leadership pro-actively engaged in the EDI Agenda. Is the leadership actively anti-racist. Does the leadership or actale active leadership latening opportunities? Does the leadership latend Inclusive Leadership development? Do Leaders have EDI performance targets, measures, with leadership development on how to deliver against these? Do our leadership and managers have the cultural intelligence to manage and support a diverse workforce?	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps

	Are there dashboards, scorecards, inclusion index,				
Data and Reporting	recruitment data, staff survey data, effective reporting, service users data and integrated People Plans? Do these show a clear BAME analysis and narrative? Are these circulated and do managers have the skills to interpret and respond by changing employment practice and service provision? Is the Ethnicity Pay Gap a potential analysis to conduct.				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Frontline Employee Experience	Are there differential and adverse experiences of BAME staff, due to their background? Are these reported and responded to by the organisation? Is the required support provided? Are services designed to protect and safeguard staff?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Community Relationships	What is the Council's reputation as an employer of choice? Are there tensions in the community between different groups? Does the Council understand the demographic diversity and needs of different customer, service users and community groups? How does the Council understand this and use this intelligence to design and deliver inclusive and accessible services, safeguarding staff?				
	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
	Inclusion (issues not people) – Are issues/concerns pertinent to race proactively included/welcomed from the outset without resistance (and without having to be proposed by BAME staff)?				
	Perceptions (of none BAME staff) – From the perspective of non-BAME staff, how proactive is Havering Council in dealing with issues of race/racism and how well does it deliver on these issues?				
Antin da anna aire an lean a b a' da a b	Perceptions (of BAME staff) – From the perspective of BAME staff, how proactive is Havering Council in dealing with issues of race/racism and how well does it deliver on these issues?				
Attitudes, perceptions, values and beliefs and systemic race inequality	Perceptions (by BAME staff) – From the perspective of BAME staff, how proactive is Havering Council in dealing with issues of race/racism and how well does it deliver on these issues?				
	Attitudes (of non-BAME staff) – To what extent do non- BAME staff, across all grades, understand the impacts of race inequality in Britain, the impact it has on BAME citizens and their role in becoming anti- racist?				
	What is the visible leadership, HR and Trade Union's commitment and practices, in tackling issues around race inequality?				
	Systemic Racism – How well is racism (local, national and global) recognised and understood, in particular the effect it have on issues / decisions and behaviours within the borough and the council?				

## Race, Equality, Accessibility, Diversity and Inclusion (READI) - Service Evidence Capture Self-Assessment

Directorate : Adult and social ca	are		Public health		
Nominated Lead :					
How To Guide :					
This is an uploaded Teams fileshare, whi	ch will automatically update. It is divided in	nto service specific tabs. Please	work directly to this database, through th	e Teams IDEA space.	
There are 4 thematic areas to provide evi	dence for (please note the additional Race E	Equality Section in Theme 4). Plea	se only fill in the most relevant sections. S	tarting with the left hand column "Devel	oping" put in :
- specific, service related examples of poli	cies, procedures and practice that have pos	itive impacts and outcomes for d	iverse groups	-	
	allenges and barriers to more inclusive servio	-			
	ank, if no evidence exists or state in progress		· · · · · · · · · · · · · · · · · · ·		
- once complete, fill in the overall summar		s, il tills is platifica			
- once complete, nii in the overall summa	y or performance, in each section				
Please contact REDACTED @navering	g.gov.uk (EDI and Race Relations Consultant	t) If you need assistance and supp	bort.		
<b>THEMATIC AREA 1 - Understanding</b>	and Working with your Communities	8			
Collecting and Sharing Information		· · · ·	1		
Developing 1.1	Overall Summary	Achieving 1.2	Overall Summary	Excellent 1.3	Overall Summary
The organisation has gathered and published		Relevant, proportionate and	Overall Summary	A comprehensive set of information about	Overall Summary
information and data on the profile of its		appropriate information about the		local communities/protected characteristics	
communities and the extent of inequality and		local communities and their		needs and outcomes is regularly updated and	
disadvantage. Plans are in place to collect, share	3	protected characteristics is being		published and used to identify priorities for	
and use equality information with partners.		gathered. Information is shared across the organisation and with		the local area	
		partners			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation is clear about what sources of		Information is disaggregated and		The Council is working with partners to	noy Endones Againer entona
information (both local and national) are relevant		analysed on the basis of different		continuously develop new and innovative	
and useful.		communities, including those		data sharing platforms.	
		sharing protected characteristics.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation knows what information is already being collected – internally and by its		Quantitative and qualitative research methods are used to gather		The organisation has a sophisticated understanding of the difference between the	
partners, including voluntary and community		data and information.		equality profile of their local area and how	
sector stakeholders?				that translates to inequalities for different	
				groups.	
Criteria Some information and data has been gathered	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
and published.		National and regional data is used and analysed.		Changing needs are identified and prioritised across a wide range of services and	
and publicition.		and analysed.		outcomes by, for example, referring to the	
				Equality and Human Rights Commission's	
				Equality Measurement Framework.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation is working with its partners to		Information from ward councillors is		Data is regularly updated and used to set	
ensure information is shared effectively.		gathered in a systematic way.		priorities across the organisation and in different services, by geographical area and	
				by protected characteristic.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Partners ensure efficient collection of data that		Data is easily accessed, shared and		There is evidence of a continuous	noy Endones Againer entona
avoids duplication.		used by departments across the		improvement of the quality of the data.	
		organisation.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The authority is compliant with GDPR legislation in its collection, analysis storage and use of data		The organisation is working with partners to address identified gaps		The organisation is working with partners to ensure that changing needs are identified and	
and information		in information. Data is		met.	
		disaggregated using the same or			
	<b></b>	similar categories.			
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Information is being shared to identify and measure equality gaps	1	Voluntary and community sector partners/health colleagues and stakeholders	
		and to inform outcomes for the area.		access and use the information.	
			1		

	Criteria	Key Evidence Against Criteria	
	There are robust and effective protocols in place for sharing information between partners and to ensure data protection		
	Criteria	Key Evidence Against Criteria	
	Information is being captured about health inequality.		

Developing		Achieving		Excellent	
2.1	Overall Summary	2.2	Overall Summary	2.3	Overall Summary
Systems are being developed to analyse soft and hard data/intelligence about communities, their needs and aspirations.		Information and data is disaggregated and analysed to support the assessment of local need, impacts of changes to services and priorities.		Up to date and comprehensive equality data is used regularly to plan and assess impacts of decisions.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation is developing and improving systems for collating and analysing the different sets of data being collected.	,	Data is used to inform the setting of relevant equality objectives, and these are regularly monitored.	,	The organisation and its partners are using data in the most innovative ways such as predictive analytics to target service interventions	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Information is collected by front-line staff or key decision makers and taken account of.		Data is used in service planning, commissioning and decision making.		Data is being used to predict and measure demand for services	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The authority is compliant with GDPR legislation, analysis and use of data and information		Data is continuously gathered and analysed.		Achievement of outcomes are measured and there is evidence of gaps being narrowed.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Information is disaggregated in a meaningful way, by relevant protected characteristic and other factors (such as deprivation or rurality) and analysed on a regular basis. Information is used to identify and prioritise on the basis of need.		Performance is monitored against equality objectives and outcomes including procured and commissioned services, and with key partners and other stakeholders.	
		Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria
		Information and data is used effectively as part of impact assessment/ risk assessment and giving due regard to the public sector equality duty.		Equality outcomes for commissioned and procured services are monitored and reported on.	

Developing		Achieving		Excellent	
3.1	Overall Summary	3.2	Overall Summary	3.3	Overall Summary
Inclusive community engagement structures are being developed throughout the organisation. There are opportunities for communities to be involved in decision making.		Engagement mechanisms and structures are in place to involve equality stakeholders and scrutinise service delivery, decision- making and progress. The organisation engages with all its communities when making decisions, including those with protected characteristics.		Formal and informal interactions takes place between the organisation and its diverse communities from across the protected groups are actively participating in and influencing decision making.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation has an engagement strategy. It is clear about different levels of engagement (i.e. informing, consulting, participating, co- producing) and when these are appropriate.		People from protected groups are encouraged and enabled to participate in decision making.		There are a range of innovative approaches to involving communities and arrangements are made to meet specific or individual needs.	

Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Engagement structures are in place		A range of engagement methodologies are used.		Vulnerable people/ communities are participating including the hardest to reach in the community.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There are opportunities for protected groups to be engaged with decision making.'		Priorities have been changed as a result of engagement with a clear and demonstrable evidence basis.		There is evidence that mainstream engagement mechanisms are increasingly involving previously under-represented groups.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation can evidence examples of these opportunities.		The organisation and partners engage collectively/share information and results of engagement activities to ensure that particular groups are not being over consulted with.		Communities are encouraged or supported to influence or make decisions.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Shared engagement structures/mechanisms are in development with partners.		There is an increase in the involvement of underrepresented groups.		Staff and stakeholders are able to describe levels of influence within the community and changes made as a result.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There are some shared engagement activities with partners.		Engagement with the community and voluntary sector and the wider community effectively inform decisions.		Key decision makers are involved in the engagement process.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		There are processes and plans throughout the organisation and with partners to increase stakeholder and voluntary and community sector involvement in informing prio		There is evidence of partnership arrangements leading to improved outcomes in participation.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		increase stakeholder and voluntary and community sector involvement in informing priorities.		Partners are open to challenge and constructive criticism.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Feedback is given and people in the community are able to challenge and have their views taken account of.		Where there is very limited or no actual representation within a local demographic, the ability to cater for difference is in evidence.	

Developing		Achieving		Excellent	
4.1	Overall Summary	4.2	Overall Summary	4.3	Overall Summary
Structures are in place within the organisation and across partnerships to understand community relationships and map community ensions.		The organisation and its partners have a strong understanding of the quality of relations between different communities and collectively monitor relations and tensions. The organisation and its partners are actively engaged in planning and delivering activities that foster good relations.		The organisation takes a sophisticated approach to fostering good relations which has resulted in measurable improvements in relationships between diverse communities	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There are joint partnerships responsible for monitoring community tensions.		Harassment and hate crimes are monitored and analysed regularly		Information is available to show there has been an improvement in community relations	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The Community Safety Strategy addresses the issue of community cohesiveness		Appropriate action is taken to address the issues that have been identified.		The organisation works with others to improve performance on good relations between diverse communities.	

Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Council leaflets/ posters/ communications/ events promote positive relations.		Members play a role in monitoring community relations and reporting intelligence		The Council's leaders maintain a high profile on community relations. The Council makes use of Members' links with different communities depending on circumstances.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Data is available, and is it disaggregated to cover the protected characteristics.		The Council plays a leading role in bringing the partners and the community together if there are serious incidents of hate crime.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Data is regularly analysed and acted upon.		There is obvious and demonstrable cross- over between equality, diversity and community cohesion.	
			Key Evidence Against Criteria		
		Stakeholders and communities are involved in the monitoring.			

Developing		Achieving		Excellent	
6.1	Overall Summary	6.2	Overall Summary	6.3	Overall Summary
he organisation has a clear understanding of he level of participation in public life by different ommunities/protected characteristics. This can clude involvement in local democracy and apresentation e.g. school governors, councillors, oard members of voluntary/statutory sector rganisations.		Local people are encouraged to participate in public life or in other activities where they are under- represented. The Council uses a range of different methods and it is able to innovate and find new ways to extend participation in certain communities.		There is an improvement in the participation rates of under-represented groups in public life. The organisation can demonstrate that people across a range of protected characteristics are able to influence decisions	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Information/data is gathered about the extent of involvement in public life		The organisation actively informs and involves local people, including under- represented groups, in opportunities for public participation.		There is evidence that improvements have been achieved.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Outreach work or public campaigning has been undertaken to increase levels of participation by protected groups.		More people from under-represented groups are participating across a wider range of activities.	
					Key Evidence Against Criteria
				Decision makers are from a wider range of backgrounds.	

THEMATIC AREA 2 - Leadership an	ITHEMATIC AREA 2 - Leadership and Organisational Commitment							
Leadership								
Developing		Achieving		Excellent				
7.1	Overall Summary	7.2	Overall Summary	7.3	Overall Summary			
The political and executive leadership have publically committed to reducing inequality, fostering good relations and challenging discrimination.		Political and executive leaders demonstrate personal knowledge and understanding of local communities and continue to show commitment to reducing inequality.		Leaders have gained a reputation within the community and with all of its partners for championing equality, balancing competing interests and fostering good relations.				
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria			

Senior leaders in the organisation have stated their commitment to a diverse workforce and have made clear what is expected from staff when delivering services to the community		Senior leaders can demonstrate their commitment to equality in decision making and how this informs the way the organisation responds to challenges		The organisation is able to show that even when making difficult decisions it continues to demonstrate a clearly articulated and meaningful commitment to equality.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Leadership on equality is demonstrated in a way that is recognised and understood by the organisation and local communities.		Senior leaders demonstrate knowledge and commitment to equality issues. They 'walk the talk'		Senior leaders have and own clear knowledge of local equality priorities and how and why they are being addressed.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Leaders have publicly committed to improving equality in their area.		There is evidence that equality considerations inform their decision making.		Senior leaders act as ambassadors for the equality agenda.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation has established and publicised a strong business case for its equality work.		Senior leaders understand the value and impact good communications can have and ensure that publications, websites and other communications channels are as diverse as possible		Senior leaders personally challenge inequalities and drive an improvement agenda.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation regularly communicates its commitment to promoting equality to staff and the community		The organisation promotes a positive narrative around equality and good relations across the whole community		Staff, the community or the voluntary and community sector can offer good examples of how effective communication and engagement with the Council has enabled the organisation to prevent or manage tensions between different equality groups.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There is evidence that publications reflect the organisation's commitment to equality and fostering good relations.		There are examples of where the organisation and its partners have had to take unpopular decisions but still managed to keep local communities on board.		The organisation plays a role in ensuring that all stakeholders collectively manage the conflicting needs of their communities.	
		Criteria	Key Evidence Against Criteria		
		The organisation has taken steps to counter negative stereotypes or dispel myths.			

Priorities and Partnership Working					
Developing		Achieving		Excellent	
8.1	Overall Summary	8.2	Overall Summary	8.3	Overall Summary
Partnership working arrangements are being reviewed with the voluntary and community sector and the wider community to ensure that local equality priorities are addressed		There is a coherent, shared vision of equality for the local area, with clear priorities which have been agreed and understood by all key stakeholders, including the voluntary and community sector.		The organisation can demonstrate success in working with partners in the public, private, community and voluntary sectors to address equality priorities, which are reviewed on a regular basis.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Corporate and partnership documents capture the commitment of the organisation and partners to equality.		There are shared equality priorities, objectives and outcomes for the local area which are understood and acted on at all levels within the organisation.		Staff, the community or the voluntary and community sector give good examples of improved outcomes/ reduced inequality/ improvements in health inequality.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Equality objectives are reflected in local strategic planning.		There is a clear shared vision for the area.		Review mechanisms are in place.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria

The organisation and its partners monitor, review and evaluate performance against equality priorities, including inequality and health inequality.		There is evidence that cross-organisational learning is taking place.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
			Rey Evidence Against Criteria

Developing		Achieving		Excellent	
9.1	Overall Summary	9.2	Overall Summary	9.3	Overall Summary
ue regard is taken to the aims of the general	e teran e annai y	Equality analysis/ impact	o torun ounnury	The organisation can demonstrate that	e total ealinaly
quality duty when making decisions and when		assessment is integrated		improvements in equality outcomes are being	
				delivered as a result of effective equality	
etting policies.		systematically into planning and			
		decision making across the		analysis/ impact assessment, and that	
		organisation.		negative impacts have been mitigated.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation has an agreed approach to		There is senior level commitment to		The organisation can demonstrate how	
conducting equality analysis/ impact assessment		using and understanding equality		equality analysis/ impact assessment has	
of policy and service decisions.		analysis/ impact assessment to		been used to identify needs and improve	
1		inform planning and decision		outcomes/ reduce inequality.	
		making.		ellernoor roudoo moquany.	
		maxing.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Fraining and support on equality analysis/ impact		The organisation's assessments are		The organisation can provide evidence of	
assessment is available.		accessible, robust and meaningful.		how or where equality analysis/ impact	
		,		assessment has informed decision-making	
				and led to different, tailored services that	
				have improved outcomes.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
mpact assessments take account of the views of		There is evidence that Members		The organisation captures information about	
hose affected by the policy or decision.		routinely take account of equality		what budget/service cuts mean to people's	
		analysis/ impact assessment when		lives.	
		making decisions.			
		3			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		
There is a process for ensuring that equality	Ney Evidence Against Citteria	Decisions around budget cuts and	Rey Evidence Against Chiena		
impact assessments are sufficiently robust.		savings have taken account of			
input assessments are sumerently robust.		cumulative impact.			
		cantulative impact.			
		Criteria	Key Evidence Against Criteria		
		The findings, recommendations and			
		The findings, recommendations and conclusions are shared effectively to			
		The findings, recommendations and			
		The findings, recommendations and conclusions are shared effectively to			
		The findings, recommendations and conclusions are shared effectively to			
		The findings, recommendations and conclusions are shared effectively to inform decisions and planning.			
		The findings, recommendations and conclusions are shared effectively to inform decisions and planning.			
		The findings, recommendations and conclusions are shared effectively to inform decisions and planning. Criteria Mitigating actions are identified			
		The findings, recommendations and conclusions are shared effectively to inform decisions and planning.			
		The findings, recommendations and conclusions are shared effectively to inform decisions and planning. Criteria Mitigating actions are identified			

Equality Objectives and Annual Rep	orting				
Developing		Achieving		Excellent	
10.1	Overall Summary	10.2	Overall Summary	10.3	Overall Summary

Equality objectives for the organisation have been set and published in accordance with the requirements to support the public sector Equality Duty.		Specific and measurable equality objectives have been integrated into organisational strategies and plans and action is being taken to achieve them. Outcomes are measured and monitored regularly by senior leaders.		The organisation can demonstrate a clear link between meeting their equality objectives and positive outcomes for its communities.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The specific duty to publish equality objectives has been met.		Equality objectives are integrated into organisational strategies and plans.		There is evidence that equality objectives have led to improved outcomes for people with protected characteristics.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Objectives are underpinned by robust equality analysis.		There is evidence of a link between equality objectives, business planning and performance management.		Actions to achieve priority outcomes are reviewed and regularly updated.	
Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Objectives are SMART(Specific, Measurable Realistic, Achievable and Timely).		Progress is regularly monitored and reviewed.		Steps are taken if deficiencies are identified.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Members are kept informed of progress against equality objectives.		Stakeholders and staff are involved in the monitoring of objectives.	
				Criteria	Key Evidence Against Criteria
				An Annual Equality report is published and shared.	

Developing		Achieving		Excellent	
11.1	Overall Summary	11.2	Overall Summary	11.3	Overall Summarv
Appropriate structures are in place to ensure delivery and review of equality objectives.		The setting and monitoring of equality objectives is subject to challenge, including through any organisational bodies or groups and the political Overview and Scrutiny process.	United and the second sec	The organisation uses the scrutiny process as a driver for change. The organisation benchmarks its achievements against comparable others and shares its experience in developing good practice.	Union Community
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There is an appropriate and accountable leadership group/ board/ forum who have responsibility for the equality agenda.		The Overview and Scrutiny function is used to scrutinise and challenge equality analysis / impact assessment objective setting and monitoring.		The organisation assesses its performance and outcomes against comparable organisations.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There are resources for supporting equality work.		The public are enabled to monitor progress		Review mechanisms are in place.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Progress and responses are reported regularly to the leadership of the organisation.		Some outcomes and priorities have changed as a result of Scrutiny review.	
				Criteria	Key Evidence Against Criteria
				The organisation is approached on a regular basis to provide examples of, or showcase good practice.	

THEMATIC AREA 3 - Responsive Services and Customer Care							
Commissioning and Procuring Serv	ices						
Developing		Achieving		Excellent			
12.1	Overall Summary	12.2	Overall Summary	12.3	Overall Summary		

The organisation ensures that procurement and commissioning processes and practice take account of the diverse needs of clients, and that providers understand the requirements of the public sector Equality Duty.		Mechanisms are in place to ensure that equality standards are embedded throughout the procurement cycle.		The organisation can demonstrate that commissioned/ procured services are helping it achieve its equality priorities.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Guidance is available for suppliers on the equality requirements for the procurement and commissioning process.		The organisation considers how the public pound is spent in regards to local procurement and influence on the local economy.		There is evidence that contracts are being monitored using quantitative and qualitative analysis. The results are considered by both the supplier and client.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There are standard equality clauses for contracts.		Specifications take account of the different needs of users, for example through equality analysis/ impact assessments.		There is evidence of providers meeting the organisations equality objectives.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Monitoring requirements are built into contracts to ensure equality issues are addressed.		Providers understand and can articulate a commitment to equality.	
					Key Evidence Against Criteria
		The organisation has an established Social Value Framework. The Social value of contracts is measured.		The organisation achieves considerable social value from Its contracts	
		Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria
		The performance of sub- contracting arrangements is measured.		Local procurement is positively influencing the local economy	

Developing		Achieving		Excellent	
13.1	Overall Summary	13.2	Overall Summary	13.3	Overall Summary
Structures are in place to ensure equality outcomes are integrated into business objectives.		Equality objectives are integrated into service plans across the organisation, with progress towards them performance managed by key decision makers.		The organisation can demonstrate that improvements and equality outcomes are being delivered across the business.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Service plans are monitored regularly to ensure that equality objectives are being met.		Objectives address inequality and equality gaps.		Service Plans are designed and written with equality objectives in mind.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Equality analysis is fed into planning and assessment of service plans.		The needs of protected groups are taken account of.		Business plans review past performance, demonstrate how past objectives have been achieved, review performance and set new objectives.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Customer care policies highlight the needs of protected groups.		Service users have opportunities to comment on how services are planned.		Gaps have been identified in terms of who may not be using the service and why. Action has been taken to change services in response.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Objectives have specific timescales.		There is evidence of improved or improving outcomes, disaggregated where appropriate to demonstrate the effects on different communities/ protected groups.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Resource implications have been properly assessed.		There is evidence that Services are being co- produced with service users.	
		Criteria	Key Evidence Against Criteria		

	Key decision makers demonstrate that they continuously monitor, review and evaluate performance for equality objectives.		
	Criteria	Key Evidence Against Criteria	
	Equality integrated into the		
	performance management.		

Service Delivery					
Developing		Achieving		Excellent	
14.1	Overall Summary	14.2	Overall Summary	14.3	Overall Summary
The organisation has systems to collect, analyse		There is evidence that services are		The organisation has systems in place to use	
and measure how satisfied all sections of the		meeting the needs of a diverse		monitoring data and citizen feedback to	
community are with services.		community, and that take up of		redesign or adapt services to ensure equity of	
community are war services.		services is representative of the		access, and can demonstrate where this has	
		wider community.		been done.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There are mechanisms in place for service users		Service users are consulted		Services are co-produced with service users	
to be consulted about service development and		effectively before services are		wherever possible and service users are able	
delivery.		developed.		to influence changes.	
-				-	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Social Value and Collaborative Principles are		Issues such as Social Prescription		Initiatives such as Community Asset	
reflected in the organisations practical service		and Social Value are used to		Transfers and Community Right to Challenge	
delivery.		measure outcomes which are not		are in evidence as delivered by local	1
		delivered by the organisation.		communities instead of the local authority.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation is able to analyse and measure		Access to and appropriateness of		There is evidence of how levels of customer	
whether all sections of the community are able to		services is monitored regularly by		satisfaction with services have improved over	
access services.		senior leaders and decision makers.		time.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
It is clear who Service users are. Services carry		Senior leaders and decision makers		Take up of services is representative of the	
out mapping exercises to identify and review		demonstrate that they continuously		community in proportions that would be	
out mapping exercises to identify and review current participation and to highlight gaps.					
		demonstrate that they continuously		community in proportions that would be	
current participation and to highlight gaps.	Kay Syldanca Against Critaria	demonstrate that they continuously review and evaluate access to services.	Kay Suidanca Against Critoria	community in proportions that would be expected.	Kay Suidanca Acainst Critaria
current participation and to highlight gaps. Criteria	Key Evidence Against Criteria	demonstrate that they continuously review and evaluate access to services. Criteria	Key Evidence Against Criteria	community in proportions that would be expected.	Key Evidence Against Criteria
current participation and to highlight gaps. Criteria The organisation collects data about user	Key Evidence Against Criteria	demonstrate that they continuously review and evaluate access to services. Criteria Data about access to services and	Key Evidence Against Criteria	community in proportions that would be expected. Criteria There are examples of how different	Key Evidence Against Criteria
current participation and to highlight gaps. Criteria The organisation collects data about user satisfaction with its services. The mapping and	Key Evidence Against Criteria	demonstrate that they continuously review and evaluate access to services. Criteria Data about access to services and user satisfaction is used in equality	Key Evidence Against Criteria	community in proportions that would be expected. Criteria There are examples of how different customers' experiences are analysed and	Key Evidence Against Criteria
current participation and to highlight gaps. Criteria The organisation collects data about user satisfaction with its services. The mapping and satisfaction data collected is disaggregated by	Key Evidence Against Criteria	demonstrate that they continuously review and evaluate access to services. Criteria Data about access to services and user satisfaction is used in equality analyses/ equality impacts	Key Evidence Against Criteria	community in proportions that would be expected. Criteria There are examples of how different	Key Evidence Against Criteria
current participation and to highlight gaps. Criteria The organisation collects data about user satisfaction with its services. The mapping and satisfaction data collected is disaggregated by different equality groups or vulnerable	Key Evidence Against Criteria	demonstrate that they continuously review and evaluate access to services. Criteria Data about access to services and user satisfaction is used in equality	Key Evidence Against Criteria	community in proportions that would be expected. Criteria There are examples of how different customers' experiences are analysed and	Key Evidence Against Criteria
current participation and to highlight gaps. Criteria The organisation collects data about user satisfaction with its services. The mapping and satisfaction data collected is disaggregated by different equality groups or vulnerable communities.		demonstrate that they continuously review and evaluate access to services. Criteria Data about access to services and user satisfaction is used in equality analyses/ equality impacts assessment.		community in proportions that would be expected. Criteria There are examples of how different customers' experiences are analysed and acted upon.	
current participation and to highlight gaps. Criteria The organisation collects data about user satisfaction with its services. The mapping and satisfaction data collected is disaggregated by different equality groups or vulnerable communities. Criteria	Key Evidence Against Criteria Key Evidence Against Criteria	demonstrate that they continuously review and evaluate access to services. Criteria Data about access to services and user satisfaction is used in equality analyses/ equality impacts assessment. Criteria	Key Evidence Against Criteria Key Evidence Against Criteria	community in proportions that would be expected. Criteria There are examples of how different customers' experiences are analysed and acted upon. Criteria	Key Evidence Against Criteria Key Evidence Against Criteria
current participation and to highlight gaps. Criteria The organisation collects data about user satisfaction with its services. The mapping and satisfaction data collected is disaggregated by different equality groups or vulnerable communities. Criteria Complaints are disaggregated by protected		demonstrate that they continuously review and evaluate access to services. Criteria Data about access to services and user satisfaction is used in equality analyses/ equality impacts assessment. Criteria A scrutiny/ evaluation process of		community in proportions that would be expected. Criteria There are examples of how different customers' experiences are analysed and acted upon. Criteria The organisation has taken steps to	
current participation and to highlight gaps. Criteria The organisation collects data about user satisfaction with its services. The mapping and satisfaction data collected is disaggregated by different equality groups or vulnerable communities. Criteria Complaints are disaggregated by protected groups. There are mechanisms in place to		demonstrate that they continuously review and evaluate access to services. Criteria Data about access to services and user satisfaction is used in equality analyses/ equality impacts assessment. Criteria		community in proportions that would be expected. Criteria There are examples of how different customers' experiences are analysed and acted upon. Criteria The organisation has taken steps to safeguard the human rights of individuals	
current participation and to highlight gaps. Criteria The organisation collects data about user satisfaction with its services. The mapping and satisfaction data collected is disaggregated by different equality groups or vulnerable communities. Criteria Complaints are disaggregated by protected		demonstrate that they continuously review and evaluate access to services. Criteria Data about access to services and user satisfaction is used in equality analyses/ equality impacts assessment. Criteria A scrutiny/ evaluation process of		community in proportions that would be expected. Criteria There are examples of how different customers' experiences are analysed and acted upon. Criteria The organisation has taken steps to	
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Workforce Diversity					
Developing		Achieving		Excellent	
15.1	Overall Summary	15.2	Overall Summary	15.3	Overall Summary
The organisation understands its local labour market, and has mechanisms in place to monitor ts workforce against protected characteristics.		The organisation can demonstrate movement towards greater diversity in its workforce profile compared with previous years, including increasing the levels of previously under-represented groups at all levels of the organisation.		The organisation actively ensures that the profile of its workforce (including the profile of major providers of commissioned services) broadly reflects the community it serves / local labour market.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation is clear about its local labour market.		Where there is evidence of disproportionality, action is being taken to reverse the trends.		There are appropriate examples of positive action to improve diversity.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
It has begun to identify the steps it needs to take to achieve a diverse workforce. These are reflected in recruitment policies and procedures.		Succession plans and recruitment processes address under- representation.		There is evidence that the workforce profile at all levels broadly matches the local labour market/community profile. This is continually monitored.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The progress of protected groups through the organisational hierarchy is monitored.		Specific and measureable employment targets been set to improve workforce diversity.		There are reasonable explanations for gaps (e.g. the community profile is constantly changing or largely retired population) and what the organisation is doing about it.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Equality mapping data is used as part of the analysis.		Selection panels are trained in Unconscious Bias. This includes senior recruitment panels where Members are involved.		Good use is made of flexible working arrangements and career pathway initiatives to address potential barriers and under representation.	
Criteria	Key Evidence Against Criteria				
Recruitment and selection is monitored at all stages of the process by protected characteristics.					

Inclusive Strategies and Policies					
Developing		Achieving		Excellent	
16.1	Overall Summary	16.2	Overall Summary	16.3	Overall Summary
The organisation's workforce strategies and policies include equality considerations and objectives.		The equality objectives contained within workforce strategies are implemented and monitored.		Prioritised equality outcomes for the whole workforce are being achieved.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
All employment policies and procedures comply with equality legislation and employment codes of practice.		The organisation has a basic set of policies and practices to enhance workforce equality and diversity including reasonable adjustments, equal pay, flexible working and family friendly policies.		The organisation has an excellent set of policies and procedures in place which are actively promoted to staff from all protected groups and used by managers to promote equality.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation's workforce strategy identifies equality issues.		The equality aspects of the organisation's workforce strategy are being implemented and tracked.		Strategic, innovative and holistic approaches have been considered to improve outcomes.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria

Targets and objectives are based on internal monitoring, staff consultation and the assessment of the local labour market and barriers to employment.		When necessary, changes have been made as a result of equality analysis findings.		Staff are involved in developing and monitoring these policies.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
New/changing employment policies and procedures are assessed for their impact on people with protected characteristics.		Managers apply policies and practices across the authority in a consistent manner for all staff.		Positive and tangible outcomes have been delivered as a result of the implementation of a wide range of policies and practices.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
All employment and training related policies are regularly reviewed.		Staff are engaged positively in employment and service transformation and in developing new roles and ways of working. Trade unions and partners are involved.		The organisation compares well with others.	
	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria
The council is using its workforce data to develop training and development strategies that can support a wider equalities agenda for employees.		The training and development offer supports a wider equalities agenda for the organisation.		Outcomes are communicated to staff with protected characteristics.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria
A range of inclusive structures are in place to engage and involve staff.		Training courses and development interventions are meeting the needs of different groups, and are making a difference in getting underrepresented groups of staff up the leadership ladder.		The organisation has high satisfaction levels across all staff groups in respect of staff engagement.	
				Criteria	Key Evidence Against Criteria
				Training and development strategies are proven to be making a significant difference to the wider equality agenda for employees and for workforce diversity.	, , , , , , , , , , , , , , , , , , ,

Collecting, Analysing and Publishin	g Workforce Data				
Developing		Achieving		Excellent	
17.1	Overall Summary	17.2	Overall Summary	17.3	Overall Summary
Systems are in place to collect and analyse employment data across a range of practices (recruitment, training, leavers, grievance and disciplinaries etc).		The organisation regularly monitors, analyses and publishes employment data in accordance with its statutory duties.		The authority has a robust and comprehensive set of employment data and uses this to inform its workforce strategy and management practice.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation reports annually on its Gender Pay Gap.		Data on applicants, people shortlisted and the composition of the workforce is systematically collected. This can be disaggregated by the protected characteristics.		Workforce data includes a wide range of information and protected characteristic profiles including pay levels, training opportunities, appraisal ratings.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
People are encouraged to provide data and there are initiatives in place to increase the disclosure of equality information by staff.		The organisation's Gender Pay Gap is reducing and it is addressing any race pay gap.		The organisation considers pay gaps across other areas of inequality such as religion and belief/ race- ethnicity/ age, disability etc.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Diversity monitoring information is separated from recruitment decisions and held securely.		There is evidence that workforce data is analysed and reported to senior leaders regularly.		The organisation understand the effects of employment policy and practice on its workforce.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria

GDPR processes are in place and regulations are being met.	Workforce information is published to cover basic legal requirements and includes analysis of pay/job evaluation outcomes.		The organisation has sufficient information about staff to inform robust equality analysis.	
	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
	There is evidence that the organisation is actively working on reducing its Gender Pay Gap.		The workforce profile is updated regularly.	
	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
	Criteria Action has been taken as a result of monitoring, trends are being identified and used to help establish objectives.		Criteria Data is looked at organisationally and service by service.	
	Action has been taken as a result of monitoring, trends are being identified and used to help establish		Data is looked at organisationally and service by service.	

Learning and Development					
Developing		Achieving		Excellent	
18.1	Overall Summary	18.2	Overall Summary	18.3	Overall Summary
The organisation carries out regular assessments of the training and learning and development needs required to ensure its counciliors and officers are equipped to understand their equality duties and take action to deliver equality outcomes.		The organisation provides a range of accessible learning and development opportunities to support councillors and officers in achieving equality objectives and outcomes.		Decision makers understand the importance of equality when making decisions and in how they use resources. Services are provided by knowledgeable and well-trained staff who are equipped to meet the diverse needs of local communities.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
An assessment has been made as to what equality-related training, learning or development is required.		Equality and diversity forms part of the training and development for key decision makers.		Managers and staff are accountable for ensuring equality outcomes. They can give examples of improved equality outcomes they have contributed to.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Appropriate behavioural competencies have been identified for the workforce.		There is evidence that equality issues are mainstreamed into all training (e.g. training on customer care.		Good performance is recognised in the appraisal process and more generally.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Induction training for new Members includes equality and all Members are offered Equality training.		Different methods are used to promote learning to a wide audience (e.g. standard courses, coaching, mentoring).		Staff feel their skills have improved and that they are able to relate effectively with a range of clients.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria
Appraisal processes ensure staff and managers are aware of their equality-related responsibilities and accountabilities.		Management and individual appraisals include specific equality objectives for the service area.		Staff can answer questions about the council's equality priorities.	
				Criteria	Key Evidence Against Criteria
				Feedback from service users in protected groups is positive about the skills of staff in dealing with their issues.	

Health and Wellbeing									
Developing		Achieving		Excellent					
19.1	Overall Summary	19.2	Overall Summary	19.3	Overall Summary				
The organisation has begun to consider how it		The organisation promotes the		There is a positive health and wellbeing					
can address the key employee health and		health and well-being of staff in its		culture throughout all levels and areas of the					
wellbeing issues.		workforce and other policies.		service.					

Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation uses workforce data and other information from staff to determine what its health and wellbeing priorities are.		There is a coherent Health and Wellbeing Strategy that addresses a range of related issues.		Approaches to health and wellbeing are innovative.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation has assessed all aspects of the working environment to ensure that the needs of all its employees are met.		Improvements have been made to the working environment.		.The organisation has adopted the Social model of disability	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
A range of inclusive mechanisms are in place to engage and involve staff.		Staff are engaged positively in employment and service transformation and in developing new roles and ways of working.		There have been significant outcomes in the health and wellbeing of all staff including those with protected characteristics.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Policies and systems are in place to identify, prevent and deal effectively with harassment and bullying at work.		Reasonable Adjustments are provided in a timely fashion consistently across the organisation.		There are high satisfaction levels with the working environment across all staff groups particularly those with protected characteristics.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation has a policy for Reasonable Adjustments for staff and Members and managers are trained to implement it.		Occupational health works closely with HR to identify and address absence trends.		The organisation has high satisfaction levels across all staff groups in respect of staff engagement.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Occupational health services are provided.		Managers have received training on mental health awareness and say they are equipped to address staff issues.		Harassment and bullying at work is dealt with effectively and staff say that they are treated with dignity and respect.	
Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria		
The organisation has started to address mental health issues in the workplace		Harassment and bullying incidents are monitored and analysed regularly.			
		Criteria	Key Evidence Against Criteria		

Race Equality - please relate this criteria to your local workplace, service provision and communities you serve. Key Considerations to Test During Self-Assessment, Review and Ongoing Strategy Development. Please indicate local performance, from a race equality, diversity and inclusion perspective.

Developing			Achieving		Excellent	
20.1	Overall Summ	ary	20.2	Overall Summary	20.3	Overall Summary
The organisation has begun to consider how it can address the key employee race equality, issues, concerns and barriers.			The organisation promotes and practices race equality in its workforce and other policies.		There is a positive and inclusive race equality culture and performance throughout all levels and areas of the service.	
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next S	teps
Secondments	Are they transparent, fair, advertised, open and merit based?					
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next S	teps
Recognition, pay and reward	Is everyone recognized fairly and consistently? Is there unfairness in pay and performance (eg ratings) and reward (eg recognition payments)? Is there an ethnicity pay gap?					
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next S	teps

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Policies and Best Practice	Is flexible working / work life balance equally offered? are reasonable adjustments consistent and meet individual needs? Are all policies and processes free from discrimination and bias?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Recruitment	Is the process equitable and fair? Are there equal internal progression opportunities? Is there bias in recruitment practices? Do applicant and hiring rates reflect local communities?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Mentoring and Coaching	Is there a culture of mentoring and coaching, accessible and available to all? Are there reverse mentoring opportunities? Can all staff discuss and get development with their line managers? Are there role models?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Progression	Do BAME staff have long length of service, poor progression, unable to showcase / demonstrate ability and are there unequal access to opportunities. Is there recruitment bias in progression? Are internal pipelines understood?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Retention	Is there a poor employee experience and what does it look and sound like? Is there poor behaviours, internally and externally and ways to call these out, tackle and resolve these? Is there high BAME turnover re joiners and leavers? Are we representative at all grades?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Employee Network Groups	Are there effective Network Groups, with clear terms of reference, standard operating procedures, senior sponsors, committees and a clear governance structure and pathways? Do they have an evidenced workplan, a communications plan and act as a constructive and focused forum, providing insight and employee voice to help inform organisational needs.				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Employee Voice and Speaking Out	Are BAME staff able to speak out, report and surface any workplace issues, in relation to behaviours, decisions, pay and reward, abusive customers Will these be taken seriously. Are there unintended consequences for the victim? Is there a culture of under reporting.				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Culture	Are there in-groups, out-groups, favoritism, bias? Is there low confidence, self-esteem for BAME Staff? Is there an inclusive culture and behaviours? Are there excluding behaviours and what are they ?				

Criteria Cri					
	riteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Performance per per	re there disparities in objective setting, rformance reviews, workplace allocation and arformance ratings for BAME staff? Are there as exceeded target ratings for BAME staff?				
Criteria Cri	riteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Line Management relationship and practice opp out	line management inclusive? Is there consistent elibeing support, respect, development oportunities and line management? Can you call ut poor behaviours to line managers, who will alp you to resolve them?				
Criteria Cri	riteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Cor Workplace practices unf	re all processes, procedures and practices onsistent, of high quality with no adverse ppacts on BAME staff. Are BAME staff given nfavourable work allocation, shift patterns, azardous work?				
Criteria Cri	riteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
fon out em anc the Employee Relations Eq out cor spe rac	re there any disparities in HR cases brought inward by BAME staff? Are there disparities in utcomes? Are there disparities in BAME mployees experiencing disciplinary procedures and disproportionate outcomes / sanctions? Is ere a healthy Employee Relations culture atween the TUs and organisation on Race quality? How satisfied are BAME staff with the utcomes of formal / informal complaints and oncerns? Are BAME staff confident about beaking up on issues perfaming to race and cism (whether about the workplace, service alivery or societal)?				
Criteria Cri	riteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
lea ma Development opportunities sha dev	there consistent and fair opportunities to arning and development opportunities for non- andatory courses, local opportunities, nadowing, projects, daily tasks? Are evelopment plans supportively discussed and corded during performance reviews?				
Criteria Cri	riteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
me Ass	there an effective work practice of timely and eaningful Equality and Health Impact sessments and do they fully consider, consult in mprove outcomes for BAME employees, arvice users and communities. Are managers				
Impact Assessments ser skii rev anc	cilled in delivering these and leaders skilled in vivewing these? Is the political leadership skilled nd adept at understanding EDI implications and itigation decisions?				

Governance	Is there clear Governance structures, EDI sponsors and local leads and measures? How do we actively monitor need, progress and impact? Are we aware of our drivers (internal, external, legal, Public Authority, regulatory, GLA, London Councils). Are all individual responsibilities clearly understood and delivered?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Leadership	Is the leadership pro-actively engaged in the EDI Agenda. Is the leadership actively anti-racist. Does the leadership create active leadership listening opportunities? Does the leadership attend Inclusive Leadership development? Do Leaders have EDI performance targets, measures, with leadership development on how to deliver against these? Do our leadership and managers have the cultural intelligence to manage and support a diverse workforce?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Data and Reporting	Are there dashboards, scorecards, inclusion index, recruitment data, staff survey data, effective reporting, service users data and integrated People Plans? Do these show a clear BAME analysis and narrative? Are these circulated and do managers have the skills to interpret and respond by changing employment practice and service provision? Is the Ethnicity Pay Gap a potential analysis to conduct.				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Frontline Employee Experience	Are there differential and adverse experiences of BAME staff, due to their background? Are these reported and responded to by the organisation? Is the required support provided? Are services designed to protect and safeguard staff?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Community Relationships	What is the Council's reputation as an employer of choice? Are there tensions in the community between different groups? Does the Council understand the demographic diversity and needs of different customer, service users and community groups? How does the Council understand this and use this intelligence to design and deliver inclusive and accessible services, safeguarding staff?				
	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
	Inclusion (issues not people) – Are issues/concerns pertinent to race proactively included/welcomed from the outset without resistance (and without having to be proposed by BAME staff)? Perceptions (of none BAME staff) – From the				
	perspective of non-BAME staff, how proactive is Havering Council in dealing with issues of race/racism and how well does it deliver on these issues?				

Attitudes, perceptions, values and beliefs	Perceptions (of BAME staff) – From the perspective of BAME staff, how proactive is Havering Council in dealing with issues of race/racism and how well does it deliver on these issues?		
and systemic race inequality	Perceptions (by BAME staff) – From the perspective of BAME staff, how proactive is Havering Council in dealing with issues of race/racism and how well does it deliver on these issues?		
	Attitudes (of non-BAME staff) – To what extent do non-BAME staff, across all grades, understand the impacts of race inequality in Britain, the impact it has on BAME citizens and their role in becoming anti-racist?		
	What is the visible leadership, HR and Trade Union's commitment and practices, in tackling issues around race inequality?		
	Systemic Racism – How well is racism (local, national and global) recognised and understood, in particular the effect it have on issues / decisions and behaviours within the borough and the council?		

## Race, Equality, Accessibility, Diversity and Inclusion (READI) - Service Evidence Capture Self-Assessment

Directorate : Regeneration					
Nominated Lead : REDACTED			Service Name /s : Regeneration & Econor	nic Development	
• •			vork directly to this database, through the Teams IDEA se only fill in the most relevant sections. Starting with	space.	:
- specific, service related examples of polic	cies, procedures and practice that have posi-	tive impacts and outcomes for d	iverse groups		
- then, identify areas of improvement, cha	llenges and barriers to more inclusive servic	e provision, workplaces and con	nmunity cohesion		
- work across each standard and leave blar	nk, if no evidence exists or state in progress,	if this is planned			
- once complete, fill in the overall summar	y of performance, in each section				
Please contact REDACTED @havering	.gov.uk (EDI and Race Relations Consultant)	if you need assistance and supp	iort.		
THEMATIC AREA 1 - Understanding	and Working with your Communities				
Collecting and Sharing Information					
Developing		Achieving		Excellent	
	Overall Summary		Overall Summary		Overall Summary
The organisation has gathered and published information and data on the profile of its communities and the extent of inequality and disadvantage. Plans are in place to collect, share and use equality information with partners.	Ver Fridare Arsten Orbeis	characteristics is being gathered. Information is shared across the organisation and with partners	See FILE 11 - Print screens of equalities questions for the application for support grants, this assists us with building BAME profiles for businesses in the borough.	A comprehensive set of information about local communities/protected characteristics needs and outcomes is regularly updated and published and used to identify priorities for the local area	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation is clear about what sources of information (both local and national) are relevant and useful.	Teo Baldana Analan Askada	Information is disaggregated and analysed on the basis of different communities, including those sharing protected characteristics.	Regeneration programmes are developed based on the needs of local communities. For example, for the 12 sites programme, extensive prior research was carried out on the provision of older person's accomodation in the borough - see FILE 1 (abinet report of 12 October 2016) including statistical data in appendices 8 & 9. Findings of this report helped steer the programme towards providing a different style of older person's accomodation and a suitable location for this provision. Regeneration Officers hold detailed information on the residents that are relocating as part of the regeneration decant process, considerations are given to age, disability, employment status, any dependencies etc., and accomodation is matched accordingly with the resident having a number of offers provided to them. (See FILE 2 (Equality Impact Assessment of Decant Policy). Economic Development supports all manner of local businesses regardless of any individual characteristics, the support service is accessible to those with additional needs.	The Council is working with partners to continuously develop new and innovative data sharing platforms.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
			See FILES 3 & 4 - Inclusive Growth Strategy & it's Equality Impact Assessment - Two consultancies were commissioned (SQW and BBP) to assist in the production of the strategy,		
The organisation knows what information is already being collected – internally and by its partners, including voluntary and community sector stakeholders? Criteria	Key Evidence Against Criteria	Quantitative and qualitative research methods are used to gather data and information. Criteria	activities included surveying local businesses, evaluation of existing policy documents and stakeholder workshops. These sources of data were used to inform the evidence base of the strategy. Key Evidence Against Criteria	The organisation has a sophisticated understanding of the difference between the equality profile of their local area and how that translates to inequalities for different groups. Criteria	Key Evidence Against Criteria

Some information and data has been gathered and published. Criteria	Key Evidence Against Criteria	National and regional data is used and analysed. Criteria	qualifications levels and household income. Available data sources or this type of data include: Havering Data Intelligence Hub, London Datastore, Office for National Statistics (ONS),	Changing needs are identified and prioritised across a wide range of services and outcomes by, for example, referring to the Equality and Human Rights Commission's Equality Measurement Framework.	Key Evidence Against Criteria
The organisation is working with its partners to ensure information is shared effectively.		Information from ward councillors is qathered in a systematic way.		Data is regularly updated and used to set priorities across the organisation and in different services, by geographical area and by	Creation of the borough's two housing zones, Romford and Rainham was based on the analysis of data showing low incomes, depravation of the locaity and local housing needs by age, family size etc. this data analysis resulted in priority action for these locations across the council, including Regeneration, Housing Services, education etc. Decision details for Romford Housing Zone can be found here: https://democracy.havering.gov.uk/ieDecisionDet alis.aspx?ID=2053
Criteria	Key Evidence Against Criteria	gathered in a systematic way. Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria
Partners ensure efficient collection of data that avoids duplication.		Data is easily accessed, shared and used by departments across the organisation.		There is evidence of a continuous improvement of the quality of the data.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The authority is compliant with GDPR legislation in its collection, analysis storage and use of data and information		The organisation is working with partners to address identified gaps in information. Data is disaggregated using the same or similar categories.		The organisation is working with partners to ensure that changing needs are identified and met.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Information is being shared to identify and measure equality gaps and to inform outcomes for the area.		Voluntary and community sector partners/health colleagues and stakeholders access and use the information.	
		Criteria	Key Evidence Against Criteria		
		There are robust and effective protocols in place for sharing information between partners and to ensure data protection			
		Criteria	Key Evidence Against Criteria		
		Information is being captured about health inequality.			

Analysing and using data and information								
Developing		Achieving		Excellent				
2.1	Overall Summary	2.2	Overall Summary	2.3	Overall Summary			
					Regeneration schemes have been through the			
					Equality Impact Assessment process to ensure			
					that decisions relating to their implementation will			
					not disadvantage particular local groups. These			
			The Inclusive Growth Strategy & its Equality Impact Assessment		EIA documents are refreshed during the			
		Information and data is	(FILES 3 & 4) utilise local and national data to identify areas of		regeneration process to take into account the			
		disaggregated and analysed to	disadvantage as well as potential growth for Havering. This has		latest information about the local population as			
Systems are being developed to analyse soft and		support the assessment of local	driven the strategy's focus in how it aims to grow the local		well as the needs of individual impacted residents			
hard data/intelligence about communities, their				used regularly to plan and assess impacts of	in various locations - SEE FILES 2 (Decant Policy			
needs and aspirations.		and priorities.	residents.		EIA) & 5 (Local Lettings Plan EIA)			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria			
			Data collection tools are evolving to incorporate CCTV footfall					
			cameras to establish performance of high streets and shopping areas & to profile shoppers according to information such as					
				The organization and its partners are using				
The organisation is developing and improving		Data is used to inform the setting of	shopping times e.g. pension days, school run times etc (SEE FILE 6, FOOTFALL STATISTICS). This informs strategic	The organisation and its partners are using data in the most innovative ways such as				
systems for collating and analysing the different		relevant equality objectives, and		predictive analytics to target service				
sets of data being collected.		these are regularly monitored.	us data on performance trends	interventions				

Information is collected by front-line staff or key decision makers and taken account of.	You Evidence Ansian Oritacia	Data is used in service planning, commissioning and decision making.	Data analysis project on housing residents' rent arrears by age, sex and ethnicity helps inform us about affordability for the new properties we are building. This helps us model our likely income against costs and informs viability assessments of our regeneration schemes. This also links in to assessments for benefits and other assistance. SEE FILE 7	Data is being used to predict and measure demand for services	Data on population growth and housing need is collated in the SHMA &SHLAA report. This helps inform Regeneration on suitable levels of affordable housing needed for the borough in the future and the different mix of tenures and bedroom sizes that would be appropriate to meet housing need. The SHMA also predicts where population is most likely to rise, helping steer developments in the right locations within the borough. SEE FILE 8
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The authority is compliant with GDPR legislation, analysis and use of data and information		Data is continuously gathered and analysed.		Achievement of outcomes are measured and there is evidence of gaps being narrowed.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Information is disaggregated in a meaningful way, by relevant protected characteristic and other factors (such as deprivation or ruraity) and analysed on a regular basis. Information is used to identify and prioritise on the basis of need.		Performance is monitored against equality objectives and outcomes including procured and commissioned services, and with key partners and other stakeholders.	
			Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		assessment/ risk assessment and	All cabinet reports are subject to Equality Impact Assessments to identify impact on any individuals or groups, consideration must be given to all policy decisions on these assessment findings.	Equality outcomes for commissioned and procured services are monitored and reported on.	

Effective Community Engagement					
Developing		Achieving		Excellent	
3.1	Overall Summary	3.2	Overall Summary	3.3	Overall Summary
Inclusive community engagement structures are being developed throughout the organisation. There are opportunities for communities to be involved in decision making.	overan Sunfillal y	Engagement mechanisms and structures are in place to involve equality stakeholders and scrutinise service delivery, decision- making and progress. The organisation engages with all its communities	The regeneration service in conjunction with Housing's Community Engagement service engage with local communities impacted by regeneration throughout the process from inception to completion. Residents are kept informed of plans for their local area via community events and invited to make comments and suggestions at each meeting. (SEE FILE 7 - COMMUNITY ENGAGEMENT STRATEGY). Newsletters have been an important tool and the service is moving to using online update videos and website updates to modernise our approach. Local esidents are also always consulted as part of the planning application process where all comments are considered as part of the overall decision making. Our Leader Business Engagement Meetings where the Leader is able to hear first hand from members of the business community feedback on matters of policy recently decided or about to be determined. Westco were commissioned in 2020 to hold sessions with local business representatives on the evolution and development of car parking charge information, related and horader matters.		o veran ourinitary
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria
The organisation has an engagement strategy. It is clear about different levels of engagement (i.e. informing, consulting, participating, co-producing) and when these are appropriate. Criteria	Key Evidence Against Criteria	People from protected groups are encouraged and enabled to participate in decision making. Criteria	Key Evidence Against Criteria	There are a range of innovative approaches to involving communities and arrangements are made to meet specific or individual needs.	All residents are encouraged to participate in decision making, there are support services in place to accommodate any specific impairments that may affect how information is received and understood, such as hearing loops in public buildings, wheelchair access to event venues, documents can be offered in braile and other languages and translation services where required, Hearing loops were also available for the Business Engagement meetings held by Westoo in 2020. Key Evidence Against Criteria

Engagement structures are in place Criteria There are opportunities for protected groups to be	Key Evidence Against Criteria	A range of engagement methodologies are used. Criteria Priorities have been changed as a result of engagement with a clear	Engagement options as set out in the Community Engagement Strategy (FILE 7) include: email, newsletters, posters, At the Heart magazine, Sheltered Times magazine, council web pages, the council's Facebook page, Council Offices and PASC. We have also worked to produce youtube update videos for local residents on regeneration. A Business Briefing document is regularly emailed to 7700 local businesses – which represents up to 72% take up from the total number of local businesses. This has received great feedback from readers. <b>Key Evidence Against Criteria</b>	participating including the hardest to reach in the community. Criteria There is evidence that mainstream engagement mechanisms are increasingly	Key Evidence Against Criteria
engaged with decision making.'		and demonstrable evidence basis.		involving previously under-represented groups.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation can evidence examples of these opportunities.		The organisation and partners engage collectively/share information and results of engagement activities to ensure that particular groups are not being over consulted with.			Havering's regeneration service is in line with the London Plan and GLA guidance, in that we follow best practice in resident consultation for regeneration schemes. This includes presenting the option to local qualifying residents to agree to regeneration through a ballot process. This is evident in the Famham Hilldene Chippenham scheme which is reporting to cabinet in March. (Note once the report is finalised i can add this as evidence as it provides comprehensive details about the scheme and ballot process)
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Shared engagement structures/mechanisms are in development with partners.	Communications and Engagement plans are either in place or under construction with JV Partners, this includes targeted communication to various community groups. Please see FILE 9 - Havering Wates JV Comms & Engagement Strategy	There is an increase in the involvement of underrepresented groups.	Ver Baldrage Andrea Oliveia	Staff and stakeholders are able to describe levels of influence within the community and changes made as a result.	For Folders Ander Onivel
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There are some shared engagement activities with partners.		Engagement with the community and voluntary sector and the wider community effectively inform decisions.	See cell F61 for Regeneration. The Business Briefing receives regular feedback from local people which helps inform processes and policy for Inclusive Growth.	Key decision makers are involved in the engagement process.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		partners to increase stakeholder and voluntary and community sector involvement in informing priorities	Community re-engineering of high streets and local centres work engages Project Centre to undertake real time engagement activity. This can be seen as an example of increased community engagement that may not have been seen previously. The Equalities Impact Assessment and associated documentation on this piece of work are currently in draft form, but can be provided for the evidence file later, once approved.	There is evidence of partnership arrangements leading to improved outcomes in participation.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		increase stakeholder and voluntary and community sector involvement in informing priorities. Criteria	See cell D67 Key Evidence Against Criteria	Partners are open to challenge and constructive criticism. Criteria	Key Evidence Against Criteria
		Feedback is given and people in the community are able to challenge and have their views taken account of.	Regeneration engagement events and planning consultations present an opportunity for local people to express their views about changes to their locality. Business Briefing has regular feedback from readers, The Leader hosts regular Q&A sessions for local businesses	Where there is very limited or no actual representation within a local demographic, the ability to cater for difference is in evidence.	

Fostering good community relations							
Developing		Achieving		Excellent			
4.1	Overall Summary	4.2	Overall Summary	4.3	Overall Summary		

Structures are in place within the organisation and across partnerships to understand community relationships and map community tensions. Criteria	Key Evidence Against Criteria	The organisation and its partners have a strong understanding of the quality of relations between different communities and collectively monitor relations and tensions. The organisation and its partners are actively engaged in planning and delivering activities that foster good relations.	Key Evidence Against Criteria	The organisation takes a sophisticated approach to fostering good relations which has resulted in measurable improvements in relationships between diverse communities Criteria	Key Evidence Against Criteria
There are joint partnerships responsible for monitoring community tensions.		Harassment and hate crimes are monitored and analysed regularly		Information is available to show there has been an improvement in community relations.	
	Key Evidence Against Criteria		Key Evidence Against Criteria		Key Evidence Against Criteria
The Community Safety Strategy addresses the issue of community cohesiveness	Key Evidence Against Criteria	Appropriate action is taken to address the issues that have been identified. Criteria	to live. Also please see FILE 15 - Waterloo design & access statement, page 177 'Designing out Crime'.	The organisation works with others to improve performance on good relations between diverse communities. Criteria	Key Evidence Against Criteria
Council leaflets/ posters/ communications/ events promote positive relations.		Members play a role in monitoring community relations and reporting intelligence Criteria Data is available, and is it disaggregated to cover the protected characteristics.	Key Evidence Against Criteria	The Council plays a leading role in bringing the partners and the community together if there are serious incidents of hate crime.	Cabinet members are the decision makers for high profile matters with a call-in process in operation. Regeneration also utilise existing ward member relationships with local communities in engagement meetings and consult with them on communications such as newsletters and public updates. Key Evidence Against Criteria
		Criteria	Key Evidence Against Criteria	Criteria There is obvious and demonstrable cross-over	Key Evidence Against Criteria
		Data is regularly analysed and acted upon.		between equality, diversity and community cohesion.	
		Criteria	Key Evidence Against Criteria		
		Stakeholders and communities are			

Participation in public life	Participation in public life									
Developing		Achieving		Excellent						
	Overall Summary	6.2	Overall Summary	6.3	Overall Summary					
The organisation has a clear understanding of the level of participation in public life by different communities/protected characteristics. This can include involvement in local democracy and representation e.g. school governors, councillors, board members of voluntary/statutory sector organisations.		Local people are encouraged to participate in public life or in other activities where they are under- represented. The Council uses a range of different methods and it is able to innovate and find new ways to extend participation in certain communities.		There is an improvement in the participation rates of under-represented groups in public life. The organisation can demonstrate that people across a range of protected characteristics are able to influence decisions						
			Key Evidence Against Criteria		Key Evidence Against Criteria					
Information/data is gathered about the extent of involvement in public life		The organisation actively informs and involves local people, including under- represented groups, in opportunities for public participation.		There is evidence that improvements have been achieved.						
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria					
		Outreach work or public campaigning has been undertaken to increase levels of participation by protected groups.		More people from under-represented groups are participating across a wider range of activities.						
					Key Evidence Against Criteria					
				Decision makers are from a wider range of backgrounds.						

THEMATIC AREA 2 - Leadership and Organisation         Leadership         Developing         The political and executive leadership have publically committed to reducing inequality. fostering good relations and challenging discrimination.         Criteria       Key Evidence Ag         Senior leaders in the organisation have stated their commitment to a diverse workforce and have made clear what is expected from staff when delivering services to the community         Criteria       Key Evidence Ag         Leadership on equality is demonstrated in a way that is recognised and understood by the organisation and local communities.       Key Evidence Ag         Criteria       Key Evidence Ag         Leaders have publicly committed to improving equality in their area.       Key Evidence Ag	Achieving ry Political and executive leaders demonstrate personal knowledg and understanding of local communities and continue to sh communities and continue to sh commitment to reducing inequa gainst Criteria Senior leaders can demonstrate commitment to equality in decis making and how this informs th	community and with all of it championing equality, balar	2 Overall Summary Key Evidence Against Criteria	7.3 O Leaders have gained a reputation within the community and with all of its partners for	Dverall Summary
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Leadership on equality is demonstrated in a way that is recognised and understood by the organisation and local communities. Criteria Key Evidence Aç Leaders have publicly committed to improving equality in their area.	challenges			meaningful commitment to equality.	
that is recognised and understood by the organisation and local communities. Criteria Key Evidence Ag Leaders have publicly committed to improving equality in their area.	gainst Criteria Criteria	Criteria	Key Evidence Against Criteria	Criteria Ke	Key Evidence Against Criteria
that is recognised and understood by the organisation and local communities. Criteria Key Evidence Ag Leaders have publicly committed to improving equality in their area.					
organisation and local communities. Criteria Key Evidence Ag Leaders have publicly committed to improving equality in their area.	Senior leaders demonstrate			Senior leaders have and own clear knowledge	
Criteria Key Evidence Ag Leaders have publicly committed to improving equality in their area.	knowledge and commitment to			of local equality priorities and how and why	
Leaders have publicly committed to improving equality in their area.	equality issues. They 'walk the t	they are being addressed.			
equality in their area.		Criteria	Key Evidence Against Criteria	Criteria Ke	Key Evidence Against Criteria
equality in their area.	There is evidence that equality				
	considerations inform their decis			Senior leaders act as ambassadors for the	
Criteria Key Evidence Ag	making.	equality agenda.			
	gainst Criteria Criteria	Criteria	Key Evidence Against Criteria	Criteria Ke	Key Evidence Against Criteria
The organisation has established and publicised a strong business case for its equality work.	Senior leaders understand the v and impact good communicatio can have and ensure that publications, websites and other communications channels are a diverse as possible			Senior leaders personally challenge inequalities and drive an improvement agenda.	
Criteria Key Evidence Ag		Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria
The organisation regularly communicates its commitment to promoting equality to staff and the community	The organisation promotes a po narrative around equality and go relations across the whole comr	community sector can offer how effective communicatit with the Council has enable to prevent or manage tensis different equality groups.	e ty	Staff, the community or the voluntary and community sector can offer good examples of how effective communication and engagement with the Council has enabled the organisation to prevent or manage tensions between different equality groups.	
Criteria Key Evidence Ag	gainst Criteria Criteria	Criteria	Key Evidence Against Criteria	Criteria Ke	Key Evidence Against Criteria
There is evidence that publications reflect the organisation's commitment to equality and fostering good relations.	There are examples of where th organisation and its partners ha had to take unpopular decisions still managed to keep local communities on board.	all stakeholders collectively		The organisation plays a role in ensuring that all stakeholders collectively manage the conflicting needs of their communities.	
			Kau Fuidanaa Anainat Caitania		
	Criteria The organisation has taken step		Key Evidence Against Criteria		

Priorities and Partnership Working	riorities and Partnership Working								
Developing		Achieving		Excellent					
8.1	Overall Summary	8.2	Overall Summary	8.3	Overall Summary				
Partnership working arrangements are being reviewed with the voluntary and community sector and the wider community to ensure that local equality priorities are addressed		There is a coherent, shared vision of equality for the local area, with clear priorities which have been agreed and understood by all key stakeholders, including the voluntary and community sector.		The organisation can demonstrate success in working with partners in the public, private, community and voluntary sectors to address equality priorities, which are reviewed on a regular basis.					
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria				

_	_			_	_
Corporate and partnership documents capture the commitment of the organisation and partners to equality.		There are shared equality priorities, objectives and outcomes for the local area which are understood and acted on at all levels within the organisation.	Corporate policy	Staff, the community or the voluntary and community sector give good examples of improved outcomes/ reduced inequality/ improvements in health inequality.	
	Key Evidence Against Criteria		Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Equality objectives are reflected in local strategic planning.		There is a clear shared vision for the area.	Corporate policy	Review mechanisms are in place.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		The organisation and its partners monitor, review and evaluate performance against equality priorities, including inequality and health inequality.		There is evidence that cross-organisational learning is taking place.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		The results of these activities contribute directly to the development of the organisation's objectives.	Corporate policy	The community and voluntary sector say that they are treated as equal partners by the Council.	

Assessing Equality Impact in Policy	and Decision Making				
Developing	J	Achieving		Excellent	
9.1	Overall Summary	9.2	Overall Summary	9.3	Overall Summary
Due regard is taken to the aims of the general equality duty when making decisions and when setting policies.		planning and decision making across the organisation.	All cabinet decisions are subject to review by the Equality business partner as part of the decision making process, with Equality Impact Assessments completed where necessary.	The organisation can demonstrate that improvements in equality outcomes are being delivered as a result of effective equality analysis/ impact assessment, and that negative impacts have been mitigated.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation has an agreed approach to conducting equality analysis/ impact assessment of policy and service decisions.		There is senior level commitment to using and understanding equality analysis/ impact assessment to inform planning and decision making.		The organisation can demonstrate how equality analysis/ impact assessment has been used to identify needs and improve outcomes/ reduce inequality.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Training and support on equality analysis/ impact assessment is available.		The organisation's assessments are accessible, robust and meaningful.	Assessments are in an agreed format and are reviewed by the Equality business partner as part of the decision making process. In our view there is scope for improvement in compliance with established protocols.	The organisation can provide evidence of how or where equality analysis/ impact assessment has informed decision-making and led to different, tailored services that have improved outcomes.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Impact assessments take account of the views of those affected by the policy or decision.		There is evidence that Members routinely take account of equality analysis/ impact assessment when making decisions.	Senior level review by Themed Boards and SLT is built into the decision making process for all major decisions, ensuring that senior officers and members can review the EIA and Equality commentary before agreeing to a decision. There could be evidence provided from Themed Board minutes where these discussions would be aparent.	The organisation captures information about what budget/service cuts mean to people's lives.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		
There is a process for ensuring that equality impact assessments are sufficiently robust.		Decisions around budget cuts and savings have taken account of cumulative impact.	This would be a corporate responsibility during the annual budget setting process - see February cabinet reports		
		Criteria	Key Evidence Against Criteria		
		The findings, recommendations and conclusions are shared effectively to inform decisions and planning.	Major decisions have equalities impacts considered and commentary from the Equality business partmer, however there is scope for improving the coverage. There are considerations in the Planning process for regeneration schemes on future residents and their needs, e.g. a number of wheelchair accessible units, ramps, automated door entry etc. where necessary.		
		Criteria	Key Evidence Against Criteria		
			See above, mitigating actions are considered as part of the	•	

Equality Objectives and Annual Reporting								
Developing		Achieving		Excellent				
10.1	Overall Summary	10.2	Overall Summary	10.3	Overall Summary			

Equality objectives for the organisation have been set and published in accordance with the requirements to support the public sector Equality Duty.		Specific and measurable equality objectives have been integrated into organisational strategies and plans and action is being taken to achieve them. Outcomes are measured and monitored regularly by senior leaders.	Corporate policy	The organisation can demonstrate a clear link between meeting their equality objectives and positive outcomes for its communities.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria
The specific duty to publish equality objectives has been met.		Equality objectives are integrated into organisational strategies and plans.	Corporate policy	There is evidence that equality objectives have led to improved outcomes for people with protected characteristics.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Objectives are underpinned by robust equality analysis.		There is evidence of a link between equality objectives, business planning and performance management.	If this is incorporated into corporate policy and the council's objectives, this can follow via the "Golden Thread" approach	Actions to achieve priority outcomes are reviewed and regularly updated.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Objectives are SMART(Specific, Measurable Realistic, Achievable and Timely).		Progress is regularly monitored and reviewed.		Steps are taken if deficiencies are identified.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Members are kept informed of progress against equality objectives.		Stakeholders and staff are involved in the monitoring of objectives.	Kan Fuldana Analan Oshada
				Criteria An Annual Equality report is published and shared.	Key Evidence Against Criteria

Performance Monitoring and Scrutin	v				
Developing		Achieving		Excellent	
11.1	Overall Summary	11.2	Overall Summary	11.3	Overall Summary
Appropriate structures are in place to ensure delivery and review of equality objectives.	Key Evidence Against Criteria	The setting and monitoring of equality objectives is subject to challenge, including through any organisational bodies or groups and the political Overview and Scrutiny process. Criteria		The organisation uses the scrutiny process as a driver for change. The organisation benchmarks its achievements against comparable others and shares its experience in developing good practice. Criteria	Key Evidence Against Criteria
ontena	Ney Evidence Against Ortena	ontena		ontena	ney Evidence Against Oriena
There is an appropriate and accountable leadership group/ board/ forum who have responsibility for the equality agenda.		The Overview and Scrutiny function is used to scrutinise and challenge equality analysis / impact assessmen objective setting and monitoring.	t	The organisation assesses its performance and outcomes against comparable organisations.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There are resources for supporting equality work.		The public are enabled to monitor progress Criteria		Review mechanisms are in place. Criteria	Key Evidence Against Criteria
		Progress and responses are reported regularly to the leadership of the organisation.		Some outcomes and priorities have changed as a result of Scrutiny review.	
					Key Evidence Against Criteria
				The organisation is approached on a regular basis to provide examples of, or showcase good practice.	

THEMATIC AREA 3 - Responsive Ser	THEMATIC AREA 3 - Responsive Services and Customer Care									
Commissioning and Procuring Service	Commissioning and Procuring Services									
Developing		Achieving		Excellent						
12.1	Overall Summary	12.2	Overall Summary	12.3	Overall Summary					
			Equality considerations are paramount in procurement activity							
The organisation ensures that procurement and			and the council have a guide for officers on how this activity							
commissioning processes and practice take		Mechanisms are in place to ensure	should be carried out - see link -							
account of the diverse needs of clients, and that		that equality standards are	https://intranet.havering.gov.uk/wp-	The organisation can demonstrate that						
providers understand the requirements of the		embedded throughout the	content/uploads/2016/06/Guidance-Equality-in-Procurement-	commissioned/ procured services are helping it						
public sector Equality Duty.		procurement cycle.	officers-vers-1.0.doc	achieve its equality priorities.						
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria					

				1	
			Regeneration's social value approach ensures that a significant		
			amount of contract spend with JV Partners benefits the local		
			economy through procurement of local businesses and use of		
			local supply chains. This is an emerging high-priority policy area		
			for Regeneration with the implementation of a new Social Value		
			Officer post, this officer will develop an implementation and		
			monitoring plan for Social Value.		
			Local spend in JV Contracts with Wates Construction (social		
			value)		
			o £61,718 invested into training		
			o £56,325 invested into supporting education o £11,123,300 spent with local SME's on the 12 estates		
			regeneration project		
			o £5,163 invested into Social Enterprises on the 12 estates		
			regeneration project		
			o £66,129 invested by Wates into local charities / community		
			causes (including support hours)		
			o £11,338,484 total economic benefit generated for the local		
			community as a result of this spend		
			https://www.havering.gov.uk/news/article/528/businesses_award		
		The organisation considers how the	ed_demolition_contract_for_haverings_biggest_housing_project	There is evidence that contracts are being	
Suidance is available for suppliers on the equality		public pound is spent in regards to	https://www.havering.gov.uk/news/article/712/more_local_busin	monitored using quantitative and qualitative	
equirements for the procurement and				analysis. The results are considered by both	
ommissioning process.		the local economy.	roject	the supplier and client.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
			Regeneration schemes follow the London Plan, which currently requires 90% of all new build housing in London to meet the		
			Building regulations standard M4(2) 'Accessible and Adaptable		
			Dwellings', with the remaining 10% being wheelchair user		
			dwellings. These changes to new homes mean that residents		
			can stay in the same home as their mobility decreases or their		
			accessibility needs change. The London Plan can be found here:		
			https://www.london.gov.uk/sites/default/files/the_london_plan_		
			2016_jan_2017_fix.pdf		
			Specialist accomodation for older persons is being built		
			specifically for the over 55's, which is suited specifically to the		
			needs and interests of the older person.Please see FILES 13 &		
			14 - presentations to Strategic Planning Committee		
			demonstrating the key considerations in designing a scheme for		
			older persons, including flexible community spaces, community		
			gardens and planting areas, mobility scooter storage, accessible		
			spaces across the scheme, guest rooms for visitors, a space for		
here are standard equality clauses for contracts.		assessments.	private medical appointments etc.	organisations equality objectives.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
			Construction contracts are manifered by both Occurrity		
			Construction contracts are monitored by both Council		
			regeneration staff and an external employers agent. Delivery and specification of each unit is detailed for asset management		
			purposes and sign off by Building Control at completion. This		
			ensures we comply with Building Regs on adapted and lifetime		
		Monitoring requirements are built into	homes. There is opportunity for adoption of a standard		
			homes. There is opportunity for adoption of a standard monitoring protocol to ensure that contract suppliers and fully	Providers understand and can articulate a	
			homes. There is opportunity for adoption of a standard	Providers understand and can articulate a commitment to equality.	
		contracts to ensure equality issues are addressed.	homes. There is opportunity for adoption of a standard monitoring protocol to ensure that contract suppliers and fully compliant with their contractual and statutory equalities		Key Evidence Against Criteria
		contracts to ensure equality issues are addressed. Criteria	homes. There is opportunity for adoption of a standard monitoring protocol to ensure that contract suppliers and fully compliant with their contractual and statutory equalities obligations. Key Evidence Against Criteria	commitment to equality.	Key Evidence Against Criteria
		contracts to ensure equality issues are addressed. Criteria	homes. There is opportunity for adoption of a standard monitoring protocol to ensure that contract suppliers and fully compliant with their contractual and statutory equalities obligations. Key Evidence Against Criteria Regeneration joint ventures have an established Social Value	commitment to equality.	Key Evidence Against Criteria
		contracts to ensure equality issues are addressed. Criteria	homes. There is opportunity for adoption of a standard monitoring protocol to ensure that contract suppliers and fully compliant with their contractual and statutory equalities obligations. Key Evidence Against Criteria Regeneration joint ventures have an established Social Value framework where we work in conjunction with JV partners to	commitment to equality.	Key Evidence Against Criteria
		contracts to ensure equality issues are addressed. Criteria	homes. There is opportunity for adoption of a standard monitoring protocol to ensure that contract suppliers and fully compliant with their contractual and statutory equalities obligations. Key Evidence Against Criteria Regeneration joint ventures have an established Social Value framework where we work in conjunction with JV partners to develop meaningful Social Value objectives. We use recognised	commitment to equality. Criteria	Key Evidence Against Criteria
		contracts to ensure equality issues are addressed. Criteria The organisation has an established Social Value Framework. The Social	homes. There is opportunity for adoption of a standard monitoring protocol to ensure that contract suppliers and fully compliant with their contractual and statutory equalities obligations. Key Evidence Against Criteria Regeneration joint ventures have an established Social Value framework where we work in conjunction with JV partners to develop meaningful Social Value objectives. We use recognised monetisation frameworks for the assessment of social value.	commitment to equality. Criteria The organisation achieves considerable social	Key Evidence Against Criteria
		contracts to ensure equality issues are addressed. Criteria The organisation has an established Social Value Framework. The Social value of contracts is measured.	homes. There is opportunity for adoption of a standard monitoring protocol to ensure that contract suppliers and fully compliant with their contractual and statutory equalities obligations. Key Evidence Against Criteria Regeneration joint ventures have an established Social Value framework where we work in conjunction with JV partners to develop meaningful Social Value objectives. We use recognised monetisation frameworks for the assessment of social value. Please see FILE 10 - Social Value Strategy	commitment to equality. Criteria The organisation achieves considerable social value from its contracts	
		contracts to ensure equality issues are addressed. Criteria The organisation has an established Social Value Framework. The Social	homes. There is opportunity for adoption of a standard monitoring protocol to ensure that contract suppliers and fully compliant with their contractual and statutory equalities obligations. Key Evidence Against Criteria Regeneration joint ventures have an established Social Value framework where we work in conjunction with JV partners to develop meaningful Social Value objectives. We use recognised monetisation frameworks for the assessment of social value. Please see FILE 10 - Social Value Strategy Key Evidence Against Criteria	commitment to equality. Criteria The organisation achieves considerable social	Key Evidence Against Criteria Key Evidence Against Criteria
		contracts to ensure equality issues are addressed. Criteria The organisation has an established Social Value Framework. The Social value of contracts is measured.	homes. There is opportunity for adoption of a standard monitoring protocol to ensure that contract suppliers and fully compliant with their contractual and statutory equalities obligations. Key Evidence Against Criteria Regeneration joint ventures have an established Social Value framework where we work in conjunction with JV partners to develop meaningful Social Value objectives. We use recognised monetisation frameworks for the assessment of social value. Please see FILE 10 - Social Value Strategy Key Evidence Against Criteria In Social Value terms, regular meetings are held with JV	commitment to equality. Criteria The organisation achieves considerable social value from its contracts	
		contracts to ensure equality issues are addressed. Criteria The organisation has an established Social Value Framework. The Social value of contracts is measured. Criteria	homes. There is opportunity for adoption of a standard monitoring protocol to ensure that contract suppliers and fully compliant with their contractual and statutory equalities obligations. Key Evidence Against Criteria Regeneration joint ventures have an established Social Value framework where we work in conjunction with JV partners to develop meaningful Social Value objectives. We use recognised monetisation frameworks for the assessment of social value. Please see FLE 10 - Social Value Strategy Key Evidence Against Criteria In Social Value terms, regular meetings are held with JV partners to monitor the performance of social value objectives	commitment to equality. Criteria The organisation achieves considerable social value from Its contracts Criteria	
		contracts to ensure equality issues are addressed. Criteria The organisation has an established Social Value Framework. The Social value of contracts is measured. Criteria	homes. There is opportunity for adoption of a standard monitoring protocol to ensure that contract suppliers and fully compliant with their contractual and statutory equalities obligations. Key Evidence Against Criteria Regeneration joint ventures have an established Social Value framework where we work in conjunction with JV partners to develop meaningful Social Value objectives. We use recognised monetisation frameworks for the assessment of social value. Please see FILE 10 - Social Value Strategy Key Evidence Against Criteria In Social Value terms, regular meetings are held with JV	commitment to equality. Criteria The organisation achieves considerable social value from its contracts	

Integration of equality objectives into service planning								
Developing		Achieving		Excellent				
13.1	Overall Summary	13.2	Overall Summary	13.3	Overall Summary			

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		Equality objectives are integrated into			
		service plans across the organisation,			
		with progress towards them		The organisation can demonstrate that	
Structures are in place to ensure equality		performance managed by key		improvements and equality outcomes are	
outcomes are integrated into business objectives.		decision makers.		being delivered across the business.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Service plans are monitored regularly to ensure		Objectives address inequality and		Service Plans are designed and written with	
that equality objectives are being met.		equality gaps.		equality objectives in mind.	
Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
				Business plans review past performance,	
			All joint venture business plans are subject to business partner,	demonstrate how past objectives have been	
Equality analysis is fed into planning and			SLT and cabinet approval, analysis of equality impact is carried	achieved, review performance and set new	
assessment of service plans.			out through the EIA process.	objectives.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
			Inclusive Growth have conducted business engagement video		
			calls including the Leader of the Council, giving service users the		
				Gaps have been identified in terms of who may	
Customer care policies highlight the needs of		comment on how services are	options. Please see files 16-18, Business Briefing emails	not be using the service and why. Action has	
protected groups.		planned.	detailing sessions for local businesses and outcomes.	been taken to change services in response.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
				There is evidence of improved or improving	
				outcomes, disaggregated where appropriate to	
				demonstrate the effects on different	
		Objectives have specific timescales.		communities/ protected groups.	
			Key Evidence Against Criteria		Key Evidence Against Criteria
		Resource implications have been		There is evidence that Services are being co-	
		properly assessed.		produced with service users.	
		Criteria	Key Evidence Against Criteria		
		Key decision makers demonstrate			
		that they continuously monitor, review			
		and evaluate performance for			
		equality objectives.			
			Key Evidence Against Criteria		
		Equality integrated into the			
		performance management.			

Service Delivery								
Developing		Achieving		Excellent				
	Overall Summary		Overall Summarv		Overall Summary			
The organisation has systems to collect, analyse and measure how satisfied all sections of the community are with services.		There is evidence that services are meeting the needs of a diverse community, and that take up of services is representative of the wider community.		The organisation has systems in place to use monitoring data and citizen feedback to redesign or adapt services to ensure equity of access, and can demonstrate where this has been done.				
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria			
There are mechanisms in place for service users to be consulted about service development and delivery.	Veu Evidence Ansian Criteria	Service users are consulted effectively before services are developed.	Evidence can be found at the consultation website created for this scheme at - https://www.yourromford.co.uk/	Services are co-produced with service users wherever possible and service users are able to influence changes.	You Evidence Aminet Criteria			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria			
Social Value and Collaborative Principles are reflected in the organisations practical service delivery.		Issues such as Social Prescription and Social Value are used to measure outcomes which are not delivered by the organisation.	develop meaningful Social Value objectives. We use recognised monetisation frameworks for the assessment of social value.	Initiatives such as Community Asset Transfers and Community Right to Challenge are in evidence as delivered by local communities instead of the local authority.				
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria			

The organisation is able to analyse and measure		Access to and appropriateness of	There appears to be an opportunity for ex-post evaluation on	There is evidence of how levels of customer	
whether all sections of the community are able to		services is monitored regularly by	services where an Equality Impact Assessment is in place to	satisfaction with services have improved over	
access services.		senior leaders and decision makers.	assess the effectiveness of the mitigating actions	time.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria
		Senior leaders and decision makers			
It is clear who Service users are. Services carry		demonstrate that they continuously		Take up of services is representative of the	
out mapping exercises to identify and review		review and evaluate access to		community in proportions that would be	
current participation and to highlight gaps.		services.	As above	expected.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation collects data about user					
satisfaction with its services. The mapping and		Data about access to services and			
satisfaction data collected is disaggregated by		user satisfaction is used in equality		There are examples of how different	
different equality groups or vulnerable		analyses/ equality impacts		customers' experiences are analysed and	
communities.		assessment.		acted upon.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Complaints are disaggregated by protected				The organisation has taken steps to safeguard	
groups. There are mechanisms in place to enable		A scrutiny/ evaluation process of		the human rights of individuals where these	
staff to introduce business improvements.		services is in place.		have been threatened.	
	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	nave been uneatened.	
ontena	Ney Evidence Against Ortenia	ontenia			
Appropriate mechanisms are in place to ensure					
that Human Rights considerations are identified		Human Rights issues are understood			
when planning services and that customers and		and considered when delivering			
citizens are treated with dignity and respect.		services to customers and clients.			
		Criteria	Key Evidence Against Criteria		
		Human Rights guidance is available for staff and decision makers have up to date knowledge.			

THEMATIC AREA 4 - Diverse and Engaged Workforce								
Workforce Diversity	guged Workforde							
Developing		Achieving		Excellent				
15.1	Overall Summary	15.2	Overall Summary	15.3	Overall Summary			
		The organisation can demonstrate						
		movement towards greater diversity						
		in its workforce profile compared with		The organisation actively ensures that the				
		previous years, including increasing		profile of its workforce (including the profile of				
The organisation understands its local labour		the levels of previously under-		major providers of commissioned services)				
market, and has mechanisms in place to monitor		represented groups at all levels of the		broadly reflects the community it serves / local				
its workforce against protected characteristics.		organisation.		labour market.				
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria			
		Where there is evidence of						
The organisation is clear about its local labour		disproportionality, action is being		There are appropriate examples of positive				
market.		taken to reverse the trends.		action to improve diversity.				
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria			
				There is evidence that the workforce profile at				
It has begun to identify the steps it needs to take to achieve a diverse workforce. These are		Succession plans and recruitment processes address under-		all levels broadly matches the local labour				
reflected in recruitment policies and procedures.		representation.		market/community profile. This is continually monitored.				
Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria		Key Evidence Against Criteria			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria			
				There are reasonable explanations for gaps				
		Specific and measureable		(e.g. the community profile is constantly				
The progress of protected groups through the		employment targets been set to		changing or largely retired population) and				
organisational hierarchy is monitored.		improve workforce diversity.		what the organisation is doing about it.				
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria			
	····) _····		····; - ·······························					
		Selection panels are trained in		Good use is made of flexible working				
Equality mapping data is used as part of the		Unconscious Bias. This includes senior recruitment panels where		arrangements and career pathway initiatives to address potential barriers and under				
analysis.		Members are involved.		representation.				
criteria	Key Evidence Against Criteria	internuers are involved.		representation.				
Gillena	Ney Evidence Against Griteria							
Recruitment and selection is monitored at all								
stages of the process by protected characteristics.								
stages of the process by protected characteristics.								

Inclusive Strategies and Policies					
Developing		Achieving		Excellent	
	Overall Summary		Overall Summary	16.3	Overall Summary
The organisation's workforce strategies and		The equality objectives contained			
policies include equality considerations and		within workforce strategies are		Prioritised equality outcomes for the whole	
objectives.		implemented and monitored.		workforce are being achieved.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Kev Evidence Against Criteria
Criteria	Key Evidence Against Criteria	Criteria	Rey Evidence Against Criteria	Citteria	Key Evidence Against Criteria
All employment policies and procedures comply with equality legislation and employment codes of practice.		The organisation has a basic set of policies and practices to enhance workforce equality and diversity including reasonable adjustments, equal pay, flexible working and family friendly policies.		The organisation has an excellent set of policies and procedures in place which are actively promoted to staff from all protected groups and used by managers to promote equality.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation's workforce strategy identifies equality issues. Criteria	Key Evidence Against Criteria	The equality aspects of the organisation's workforce strategy are being implemented and tracked. Criteria	Key Evidence Against Criteria	Strategic, innovative and holistic approaches have been considered to improve outcomes. Criteria	Key Evidence Against Criteria
Targets and objectives are based on internal monitoring, staff consultation and the assessment of the local labour market and barriers to employment. Criteria	Key Evidence Against Criteria	When necessary, changes have been made as a result of equality analysis findings. Criteria	Key Evidence Against Criteria	Staff are involved in developing and monitoring these policies.	Key Evidence Against Criteria
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
New/changing employment policies and procedures are assessed for their impact on people with protected characteristics.		Managers apply policies and practices across the authority in a consistent manner for all staff.		Positive and tangible outcomes have been delivered as a result of the implementation of a wide range of policies and practices.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
All employment and training related policies are regularly reviewed.		Staff are engaged positively in employment and service transformation and in developing new roles and ways of working. Trade unions and partners are involved.		The organisation compares well with others.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The council is using its workforce data to develop training and development strategies that can support a wider equalities agenda for employees.		The training and development offer supports a wider equalities agenda for the organisation.		Outcomes are communicated to staff with protected characteristics.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
A range of inclusive structures are in place to engage and involve staff.		Training courses and development interventions are meeting the needs of different groups, and are making a difference in getting underrepresented groups of staff up the leadership ladder.		The organisation has high satisfaction levels across all staff groups in respect of staff engagement.	
				Criteria	Key Evidence Against Criteria
				Training and development strategies are proven to be making a significant difference to the wider equality agenda for employees and for workforce diversity.	

Collecting, Analysing and Publishing	collecting, Analysing and Publishing Workforce Data								
Developing		Achieving		Excellent					
17.1	Overall Summary	17.2	Overall Summary	17.3	Overall Summary				
Systems are in place to collect and analyse employment data across a range of practices (recruitment, training, leavers, grievance and disciplinaries etc).		The organisation regularly monitors, analyses and publishes employment data in accordance with its statutory duties.		The authority has a robust and comprehensive set of employment data and uses this to inform its workforce strategy and management practice.					
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria				
The organisation reports annually on its Gender Pay Gap.		Data on applicants, people shortlisted and the composition of the workforce is systematically collected. This can be disaggregated by the protected characteristics.		Workforce data includes a wide range of information and protected characteristic profiles including pay levels, training opportunities, appraisal ratings.					
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria				

People are encouraged to provide data and there are initiatives in place to increase the disclosure of equality information by staff.		The organisation's Gender Pay Gap is reducing and it is addressing any race pay gap.		The organisation considers pay gaps across other areas of inequality such as religion and belief/ race- ethnicity/ age, disability etc.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria
Diversity monitoring information is separated from recruitment decisions and held securely.		There is evidence that workforce data is analysed and reported to senior leaders regularly.		The organisation understand the effects of employment policy and practice on its workforce.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
GDPR processes are in place and regulations are being met.		Workforce information is published to cover basic legal requirements and includes analysis of pay/job evaluation outcomes. Criteria		The organisation has sufficient information about staff to inform robust equality analysis. Criteria	Key Evidence Against Criteria
		Criteria	Rey Evidence Against Criteria	Criteria	Rey Evidence Against Criteria
		There is evidence that the organisation is actively working on reducing its Gender Pay Gap.		The workforce profile is updated regularly.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Action has been taken as a result of monitoring, trends are being identified and used to help establish objectives.		Data is looked at organisationally and service by service. Criteria	Key Evidence Against Criteria
				It is possible to analyse data by all the protected characteristics.	

Learning and Development	aarning and Development								
Developing		Achieving		Excellent					
	Overall Summary		Overall Summary		Overall Summary				
The organisation carries out regular assessments				Decision makers understand the importance of					
of the training and learning and development		The organisation provides a range of		equality when making decisions and in how					
needs required to ensure its councillors and officers are equipped to understand their equality		accessible learning and development opportunities to support councillors		they use resources. Services are provided by knowledgeable and well-trained staff who are					
duties and take action to deliver equality outcomes.		and officers in achieving equality objectives and outcomes.		equipped to meet the diverse needs of local communities.					
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria				
An assessment has been made as to what equality-related training, learning or development is required.		Equality and diversity forms part of the training and development for key decision makers.		Managers and staff are accountable for ensuring equality outcomes. They can give examples of improved equality outcomes they have contributed to.					
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria				
Appropriate behavioural competencies have been identified for the workforce.		There is evidence that equality issues are mainstreamed into all training (e.g. training on customer care.		Good performance is recognised in the appraisal process and more generally.					
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria				
Induction training for new Members includes equality and all Members are offered Equality training.		Different methods are used to promote learning to a wide audience (e.g. standard courses, coaching, mentoring).		Staff feel their skills have improved and that they are able to relate effectively with a range of clients.					
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria				
Appraisal processes ensure staff and managers are aware of their equality-related responsibilities and accountabilities.		Management and individual appraisals include specific equality objectives for the service area.		Staff can answer questions about the council's equality priorities.					
					Key Evidence Against Criteria				
				Feedback from service users in protected groups is positive about the skills of staff in dealing with their issues.					

Health and Wellbeing	lealth and Wellbeing								
Developing		Achieving		Excellent					
19.1	Overall Summary	19.2	Overall Summary	19.3	Overall Summary				
The organisation has begun to consider how it can		The organisation promotes the health							
address the key employee health and wellbeing		and well-being of staff in its		There is a positive health and wellbeing culture					
issues.		workforce and other policies.		throughout all levels and areas of the service.					

Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation uses workforce data and other		There is a coherent Health and			
information from staff to determine what its health		Wellbeing Strategy that addresses a		Approaches to health and wellbeing are	
and wellbeing priorities are.		range of related issues.		innovative.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria
The organisation has assessed all aspects of the	Ney Evidence Against Orneria	ontena	ney Endence Against ontena	ontena	ney Evidence Against Oriteria
working environment to ensure that the needs of		Improvements have been made to		.The organisation has adopted the Social	
all its employees are met.		the working environment.		model of disability	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria
Citteria	Rey Evidence Against Criteria	Criteria	Rey Evidence Against Chiena	Cinteria	Rey Evidence Against Criteria
		Staff are engaged positively in			
		employment and service		There have been significant outcomes in the	
A range of inclusive mechanisms are in place to		transformation and in developing new		health and wellbeing of all staff including those	
engage and involve staff.		roles and ways of working.		with protected characteristics.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
				These are bight acting ating lawy hereith the	
Deliging and systems are in place to identify		Bacasaable Adjustments are		There are high satisfaction levels with the	
Policies and systems are in place to identify,		Reasonable Adjustments are		working environment across all staff groups	
prevent and deal effectively with harassment and		provided in a timely fashion		particularly those with protected characteristics.	
bullying at work. Criteria	Key Evidence Against Criteria	consistently across the organisation.	Key Evidence Against Criteria		Key Evidence Against Criteria
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation has a policy for Reasonable		Occupational health works closely		The organisation has high satisfaction levels	
Adjustments for staff and Members and		with HR to identify and address		across all staff groups in respect of staff	
managers are trained to implement it.		absence trends.		engagement.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Managers have received training on			
		mental health awareness and say		Harassment and bullying at work is dealt with	
		they are equipped to address staff		effectively and staff say that they are treated	
Occupational health services are provided.		issues.		with dignity and respect.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		
		Harassment and bullying incidents			
The organisation has started to address mental		are monitored and analysed			
health issues in the workplace		regularly.			
		Criteria	Key Evidence Against Criteria		
		Appropriate action is taken to			
		address the issues that have been			
		identified.			
		identified.			

	teria to your local workplace, service p		ou serve.		
ey Considerations to Test During S	elf-Assessment, Review and Ongoing	Strategy Development.			
	om a race equality, diversity and inclu				
Developing			Achieving		Excellent
20.1	Overall Summary		20.2	2 Overall Summary	20.3 Overall Summary
					These is a positive and inclusion area area by
he organisation has begun to consider how it can					There is a positive and inclusive race equality
address the key employee race equality, issues, concerns and barriers.			The organisation promotes and practices race equality in its workforce and other policies.		culture and performance throughout all levels and areas of the service.
Criteria	Criteria Description	Key Evidence Against Developing		Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Interia	Citteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
	Are they transparent, fair, advertised, open and				
Secondments	merit based?				
Criteria		Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
	Is everyone recognized fairly and consistently? Is				
	there unfairness in pay and performance (eg				
	ratings) and reward (eg recognition payments)? Is				
Recognition, pay and reward	there an ethnicity pay gap?				
riteria		Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
	Is flexible working / work life balance equally				
	offered? are reasonable adjustments consistent				
	and meet individual needs? Are all policies and				
Policies and Best Practice	processes free from discrimination and bias?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps

	1				
	Is the process equitable and fair? Are there equal				
	internal progression opportunities? Is there bias in				
	recruitment practices? Do applicant and hiring				
Recruitment	rates reflect local communities?				
Criteria	Criteria Description	Key Evidence Against Developing	Kov Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Criteria	Chiena Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
	Is there a culture of mentoring and coaching,				
	accessible and available to all? Are there reverse				
	mentoring opportunities? Can all staff discuss and				
	get development with their line managers? Are				
Mentoring and Coaching	there role models?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
	Do BAME staff have long length of service, poor				
	progression, unable to showcase / demonstrate				
	ability and are there unequal access to				
	opportunities. Is there recruitment bias in				
Progression	progression? Are internal pipelines understood?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
	Is there a poor employee experience and what				
	does it look and sound like? Is there poor				
	behaviours, internally and externally and ways to				
	call these out, tackle and resolve these? Is there				
	high BAME turnover re joiners and leavers? Are				
Retention	we representative at all grades?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
ontena		Rey Evidence Against Developing	Ney Endence Against Achieving	Rey Evidence Against Excellent	Summary Against Cinema and Potential Next Steps
	Are there effective Network Groups, with clear				
	terms of reference, standard operating procedures,				
	senior sponsors, committees and a clear				
	governance structure and pathways? Do they have				
	an evidenced workplan, a communications plan				
	and act as a constructive and focused forum,				
	providing insight and employee voice to help inform				
Employee Network Groups	organisational needs.				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Citteria	Cinteria Description	Rey Evidence Against Developing	Rey Evidence Against Achieving	Rey Evidence Against Excellent	Summary Against Cinteria and Potential Next Steps
	Are BAME staff able to speak out, report and				
	surface any workplace issues, in relation to				
	behaviours, decisions, pay and reward, abusive				
	customers Will these be taken seriously. Are there				
	unintended consequences for the victim? Is there a				
Employee Voice and Speaking Out	culture of under reporting.				
Criteria	Criteria Description	Key Evidence Against Developing	Kov Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
ornorid		ney Evidence Against Developing	Noy Endence Agamat Achievilly	They Evidence Against Excellent	ounnary Againsi officina and Folcinia Mexi Sieps
	Are there in-groups, out-groups, favoritism, bias? Is				
	there low confidence, self-esteem for BAME Staff?				
a	Is there an inclusive culture and behaviours? Are				
Culture	there excluding behaviours and what are they ?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
	Are there disparities in objective setting,				
1	performance reviews, workplace allocation and				
	performance ratings for BAME staff? Are there				
Performance	less exceeded target ratings for BAME staff?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
		gping			
1					
	Is line management inclusive? Is there consistent				
	wellbeing support, respect, development				
1	opportunities and line management? Can you call				
	out poor behaviours to line managers, who will help				
Line Management relationship and practice	you to resolve them?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps

	1				
	Are all processes, procedures and practices				
	consistent, of high quality with no adverse impacts				
	on BAME staff. Are BAME staff given				
	unfavourable work allocation, shift patterns,				
Workplace practices	hazardous work?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
		····) _·····p	····; _································		
	Are there any disparities in HR cases brought				
	forward by BAME staff? Are there disparities in				
	outcomes? Are there disparities in BAME				
	employees experiencing disciplinary procedures				
	and disproportionate outcomes / sanctions? Is				
	there a healthy Employee Relations culture between the TUs and organisation on Race				
	Equality? How satisfied are BAME staff with the				
	outcomes of formal / informal complaints and				
	concerns? Are BAME staff confident about				
	speaking up on issues pertaining to race and				
	racism (whether about the workplace, service				
Employee Relations	delivery or societal)?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
e nond		The second s		Nor Endence Against Excellent	
	Is there consistent and fair opportunities to learning				
	and development opportunities for non-mandatory				
	courses, local opportunities, shadowing, projects,				
	daily tasks? Are development plans supportively				
	discussed and recorded during performance				
Development opportunities	reviews?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
		, , , , , , , , , , , , , , , , , , , ,			
	Is there an effective work practice of timely and				
	meaningful Equality and Health Impact				
	Assessments and do they fully consider, consult				
	and improve outcomes for BAME employees,				
	service users and communities. Are managers				
	skilled in delivering these and leaders skilled in				
1	reviewing these? Is the political leadership skilled				
Impact Assessments	and adept at understanding EDI implications and mitigation decisions?				
	muqauon décisions?				
		Key Fridanas Ansingt Developing	Key Evidence Anninet Ashieving	Key Evidence Ansingt Eventlant	Commence Americant Onitania and Detential Next Otana
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
		Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
	Criteria Description Is there clear Governance structures, EDI sponsors	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
	Criteria Description Is there clear Governance structures, EDI sponsors and local leads and measures? How do we actively	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
	Criteria Description Is there clear Governance structures, EDI sponsors and local leads and measures? How do we actively monitor need, progress and impact? Are we aware	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
	Criteria Description Is there clear Governance structures, EDI sponsors and local leads and measures? How do we actively monitor need, progress and impact? Are we aware of our drivers (internal, external, legal, Public	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
	Criteria Description Is there clear Governance structures, EDI sponsors and local leads and measures? How do we actively monitor need, progress and impact? Are we aware of our drivers (internal, extenal, legal, Public Authority, regulatory, GLA, London Councils). Are	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
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Criteria Governance Criteria Leadership Criteria Data and Reporting	Criteria Description Is there clear Governance structures, EDI sponsors and local leads and measures? How do we actively monitor need, progress and impact? Are we aware of our drivers (internal, external, legal, Public Authority, regulatory, GLA, London Councils). Are all individual responsibilities clearly understood and delivered? Criteria Description Is the leadership pro-actively engaged in the EDI Agenda. Is the leadership actively anti-racist. Does the leadership create active leadership listening opportunities? Does the leadership and Inclusive Leadership development? Do Leaders have EDI performance targets, measures, with leadership development on how to deliver against these? Do our leadership and managers have the cultural intelligence to manage and support a diverse workforce? Criteria Description Are there dashboards, scorecards, inclusion index, recruitment data, staff survey data, effective Pans? Do these show a clear BAME analysis and arrative? Are these circulated and do managers have the skills to interpret and respond by changing employment practice and service provision? Is the Ethnicity Pay Gap a potential analysis to conduct.	Key Evidence Against Developing	Key Evidence Against Achieving Key Evidence Against Achieving	Key Evidence Against Excellent Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps Summary Against Criteria and Potential Next Steps
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Frontline Employee Experience	Are there differential and adverse experiences of BAME staff, due to their background? Are these reported and responded to by the organisation? Is the required support provided? Are services designed to protect and safeguard staff?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Community Relationships	What is the Council's reputation as an employer of choice? Are there tensions in the community between different groups? Does the Council understand the demographic diversity and needs of different customer, service users and community groups? How does the Council understand this use this intelligence to design and deliver inclusive and accessible services, safeguarding staff?		Mar Fuldense Angland Antiquing	Kar Fisher Asia Fisher	
		Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
	pertinent to race proactively included/welcomed				
	perspective of non-BAME staff, how proactive is				
	perspective of BAME staff, how proactive is				
	perspective of BAME staff, how proactive is				
	non-BAME staff, across all grades, understand the				
Attitudes, perceptions, values and beliefs and					
systemic race inequality	national and global) recognised and understood, in				

## Race, Equality, Accessibility, Diversity and Inclusion (READI) - Service Evidence Capture Self-Assessment

Directorate :			Service Name /s :			
Nominated Lead :			Service Name /s.			
How To Guide :						
This is an uploaded Teams fileshare, whic There are 4 thematic areas to provide evid - specific, service related examples of polic - then, identify areas of improvement, chal	ence for (please note the additional Race ies, procedures and practice that have po- lenges and barriers to more inclusive serv nk, if no evidence exists or state in progres y of performance, in each section .gov.uk (EDI and Race Relations Consultar	Equality Section in Theme 4). Plea sitive impacts and outcomes for d ice provision, workplaces and con is, if this is planned it) if you need assistance and supp	se only fill in the most relevant sections. iverse groups imunity cohesion	the Teams IDEA space. Starting with the left hand column "Devel	oping" put in :	
Collecting and Sharing Information						
Developing		Achieving		Excellent		
1.1	Overall Summary	1.2	Overall Summary	1.3	Overall Summary	
The organisation has gathered and published information and data on the profile of its communities and the extent of inequality and disadvantage. Plans are in place to collect, share and use equality information with partners.		Relevant, proportionate and appropriate information about the local communities and their protected characteristics is being gathered. Information is shared across the organisation and with partners		A comprehensive set of information about local communities/protected characteristics needs and outcomes is regularly updated and published and used to identify priorities for the local area		
	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	
The organisation is clear about what sources of information (both local and national) are relevant and useful.		Information is disaggregated and analysed on the basis of different communities, including those sharing protected characteristics.		The Council is working with partners to continuously develop new and innovative data sharing platforms.		
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	
The organisation knows what information is already being collected – internally and by its partners, including voluntary and community sector stakeholders?		Quantitative and qualitative research methods are used to gather data and information.		The organisation has a sophisticated understanding of the difference between the equality profile of their local area and how that translates to inequalities for different groups.		
	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	
Some information and data has been gathered and published.		National and regional data is used and analysed.		Changing needs are identified and prioritised across a wide range of services and outcomes by, for example, referring to the Equality and Human Rights Commission's Equality Measurement Framework.		
	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	
The organisation is working with its partners to ensure information is shared effectively.		Information from ward councillors is gathered in a systematic way.		Data is regularly updated and used to set priorities across the organisation and in different services, by geographical area and by protected characteristic.		
	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	
Partners ensure efficient collection of data that avoids duplication.		Data is easily accessed, shared and used by departments across the organisation.		There is evidence of a continuous improvement of the quality of the data.		
	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	
The authority is compliant with GDPR legislation in its collection, analysis storage and use of data and information		The organisation is working with partners to address identified gaps in information. Data is disaggregated using the same or similar categories.		The organisation is working with partners to ensure that changing needs are identified and met.		
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	
		Information is being shared to identify and measure equality gaps and to inform outcomes for the area.		Voluntary and community sector partners/health colleagues and stakeholders access and use the information.		
		Criteria	Key Evidence Against Criteria			

	There are robust and effective protocols in place for sharing information between partners and to ensure data protection		
	Criteria	Key Evidence Against Criteria	
	Information is being captured about		
	health inequality.		

Analysing and using data and inform	nation				
Developing		Achieving		Excellent	
2.1	Overall Summary	2.2	Overall Summary	2.3	Overall Summary
Systems are being developed to analyse soft and hard data/intelligence about communities, their needs and aspirations.		Information and data is disaggregated and analysed to support the assessment of local need, impacts of changes to services and priorities.		Up to date and comprehensive equality data is used regularly to plan and assess impacts of decisions.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria
The organisation is developing and improving systems for collating and analysing the different sets of data being collected.		Data is used to inform the setting of relevant equality objectives, and these are regularly monitored.		The organisation and its partners are using data in the most innovative ways such as predictive analytics to target service interventions	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Information is collected by front-line staff or key decision makers and taken account of.		Data is used in service planning, commissioning and decision making.		Data is being used to predict and measure demand for services	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The authority is compliant with GDPR legislation, analysis and use of data and information		Data is continuously gathered and analysed.		Achievement of outcomes are measured and there is evidence of gaps being narrowed.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Information is disaggregated in a meaningful way, by relevant protected characteristic and other factors (such as deprivation or rurality) and analysed on a regular basis. Information is used to identify and prioritise on the basis of need.		Performance is monitored against equality objectives and outcomes including procured and commissioned services, and with key partners and other stakeholders.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Information and data is used effectively as part of impact assessment/ risk assessment and giving due regard to the public sector equality duty.		Equality outcomes for commissioned and procured services are monitored and reported on.	

iffective Community Engagement									
Developing		Achieving		Excellent					
3.1	Overall Summary	3.2	Overall Summary	3.3	Overall Summary				
Inclusive community engagement structures are being developed throughout the organisation. There are opportunities for communities to be involved in decision making.		Engagement mechanisms and structures are in place to involve equality stakeholders and scrutinise service delivery, decision- making and progress. The organisation engages with all its communities when making decisions, including those with protected characteristics.		Formal and informal interactions takes place between the organisation and its diverse communities. Communities from across the protected groups are actively participating in and influencing decision making.					
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria				
The organisation has an engagement strategy. It is clear about different levels of engagement (i.e. informing, consulting, participating, co- producing) and when these are appropriate.		People from protected groups are encouraged and enabled to participate in decision making.		There are a range of innovative approaches to involving communities and arrangements are made to meet specific or individual needs.					
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria				
Engagement structures are in place		A range of engagement methodologies are used.		Vulnerable people/ communities are participating including the hardest to reach in the community.					
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria				

There are opportunities for protected groups to be engaged with decision making.'		Priorities have been changed as a result of engagement with a clear and demonstrable evidence basis.		There is evidence that mainstream engagement mechanisms are increasingly involving previously under-represented groups.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation can evidence examples of these opportunities.		The organisation and partners engage collectively/share information and results of engagement activities to ensure that particular groups are not being over consulted with.		Communities are encouraged or supported to influence or make decisions.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Shared engagement structures/mechanisms are in development with partners.		There is an increase in the involvement of underrepresented groups.		Staff and stakeholders are able to describe levels of influence within the community and changes made as a result.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There are some shared engagement activities with partners.		Engagement with the community and voluntary sector and the wider community effectively inform decisions.		Key decision makers are involved in the engagement process.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		There are processes and plans throughout the organisation and with partners to increase stakeholder and voluntary and community sector involvement in informing prio		There is evidence of partnership arrangements leading to improved outcomes in participation.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		increase stakeholder and voluntary and community sector involvement in informing priorities.		Partners are open to challenge and constructive criticism.	
		Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria
		Feedback is given and people in the community are able to challenge and have their views taken account of.		Where there is very limited or no actual representation within a local demographic, the ability to cater for difference is in evidence.	

Fostering good community relations	S				
Developing		Achieving		Excellent	
4.1	Overall Summary	4.2	Overall Summary	4.3	Overall Summary
Structures are in place within the organisation and across partnerships to understand community relationships and map community tensions.		The organisation and its partners have a strong understanding of the quality of relations between different communities and collectively monitor relations and tensions. The organisation and its partners are actively engaged in planning and delivering activities that foster good relations.		The organisation takes a sophisticated approach to fostering good relations which has resulted in measurable improvements in relationships between diverse communities	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There are joint partnerships responsible for monitoring community tensions.		Harassment and hate crimes are monitored and analysed regularly		Information is available to show there has been an improvement in community relations.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The Community Safety Strategy addresses the issue of community cohesiveness		Appropriate action is taken to address the issues that have been identified.		The organisation works with others to improve performance on good relations between diverse communities.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Council leaflets/ posters/ communications/ events promote positive relations.		Members play a role in monitoring community relations and reporting intelligence		The Council's leaders maintain a high profile on community relations. The Council makes use of Members' links with different communities depending on circumstances.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Data is available, and is it disaggregated to cover the protected characteristics.		The Council plays a leading role in bringing the partners and the community together if there are serious incidents of hate crime.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria

	Data is regularly analysed and acted upon.		There is obvious and demonstrable cross- over between equality, diversity and community cohesion.	
	Criteria	Key Evidence Against Criteria		
	Criteria Stakeholders and communities are			

Participation in public life							
Developing		Achieving		Excellent			
6.1	Overall Summary	6.2	Overall Summary	6.3	Overall Summary		
The organisation has a clear understanding of the level of participation in public life by different communities/protected characteristics. This can include involvement in local democracy and representation e.g. school governors, councillors, board members of voluntary/statutory sector organisations.		Local people are encouraged to participate in public life or in other activities where they are under- represented. The Council uses a range of different methods and it is able to innovate and find new ways to extend participation in certain communities.		There is an improvement in the participation rates of under-represented groups in public life. The organisation can demonstrate that people across a range of protected characteristics are able to influence decisions			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		
Information/data is gathered about the extent of involvement in public life		The organisation actively informs and involves local people, including under-represented groups, in opportunities for public participation.		There is evidence that improvements have been achieved.			
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		
		Outreach work or public campaigning has been undertaken to increase levels of participation by protected groups.		More people from under-represented groups are participating across a wider range of activities.			
				Criteria	Key Evidence Against Criteria		
				Decision makers are from a wider range of backgrounds.			

ITHEMATIC AREA 2 - Leadership and Organisational Commitment								
.eadership								
Developing		Achieving		Excellent				
7.1	Overall Summary	7.2	Overall Summary	7.3	Overall Summary			
The political and executive leadership have publically committed to reducing inequality, fostering good relations and challenging discrimination.		Political and executive leaders demonstrate personal knowledge and understanding of local communities and continue to show commitment to reducing inequality.		Leaders have gained a reputation within the community and with all of its partners for championing equality, balancing competing interests and fostering good relations.				
Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria		Key Evidence Against Criteria			
Senior leaders in the organisation have stated their commitment to a diverse workforce and have made clear what is expected from staff when delivering services to the community		Senior leaders can demonstrate their commitment to equality in decision making and how this informs the way the organisation responds to challenges		The organisation is able to show that even when making difficult decisions it continues to demonstrate a clearly articulated and meaningful commitment to equality.				
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria			
Leadership on equality is demonstrated in a way that is recognised and understood by the organisation and local communities.		Senior leaders demonstrate knowledge and commitment to equality issues. They 'walk the talk'		Senior leaders have and own clear knowledge of local equality priorities and how and why they are being addressed.				
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria			
Leaders have publicly committed to improving equality in their area.		There is evidence that equality considerations inform their decision making.		Senior leaders act as ambassadors for the equality agenda.				
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria			
The organisation has established and publicised a strong business case for its equality work.		Senior leaders understand the value and impact good communications can have and ensure that publications, websites and other communications channels are as diverse as possible		Senior leaders personally challenge inequalities and drive an improvement agenda.				
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria			

The organisation regularly communicates its commitment to promoting equality to staff and the community		The organisation promotes a positive narrative around equality and good relations across the whole community		Staff, the community or the voluntary and community sector can offer good examples of how effective communication and engagement with the Council has enabled the organisation to prevent or manage tensions between different equality groups.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There is evidence that publications reflect the organisation's commitment to equality and fostering good relations.		There are examples of where the organisation and its partners have had to take unpopular decisions but still managed to keep local communities on board.		The organisation plays a role in ensuring that all stakeholders collectively manage the conflicting needs of their communities.	
		Criteria	Key Evidence Against Criteria		
		The organisation has taken steps to counter negative stereotypes or dispel myths.			

Developing		Achieving		Excellent	
8.1	Overall Summary	8.2	Overall Summary	8.3	Overall Summary
Partnership working arrangements are being reviewed with the voluntary and community sector and the wider community to ensure that local equality priorities are addressed		There is a coherent, shared vision of equality for the local area, with clear priorities which have been agreed and understood by all key stakeholders, including the voluntary and community sector.		The organisation can demonstrate success in working with partners in the public, private, community and voluntary sectors to address equality priorities, which are reviewed on a regular basis.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Corporate and partnership documents capture the commitment of the organisation and partners o equality.		There are shared equality priorities, objectives and outcomes for the local area which are understood and acted on at all levels within the organisation.		Staff, the community or the voluntary and community sector give good examples of improved outcomes/ reduced inequality/ improvements in health inequality.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Equality objectives are reflected in local strategic planning.		There is a clear shared vision for the area.		Review mechanisms are in place.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		The organisation and its partners monitor, review and evaluate performance against equality priorities, including inequality and health inequality.		There is evidence that cross-organisational learning is taking place.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		The results of these activities contribute directly to the development of the organisation's objectives.		The community and voluntary sector say that they are treated as equal partners by the Council.	

Assessing Equality Impact in Policy and Decision Making							
Developing		Achieving		Excellent			
9.1	Overall Summary	9.2	Overall Summary	9.3	Overall Summary		
Due regard is taken to the aims of the general equality duty when making decisions and when setting policies.		Equality analysis/ impact assessment is integrated systematically into planning and decision making across the organisation.		The organisation can demonstrate that improvements in equality outcomes are being delivered as a result of effective equality analysis/ impact assessment, and that negative impacts have been mitigated.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		
The organisation has an agreed approach to conducting equality analysis/ impact assessment of policy and service decisions.		There is senior level commitment to using and understanding equality analysis/ impact assessment to inform planning and decision making.		The organisation can demonstrate how equality analysis/ impact assessment has been used to identify needs and improve outcomes/ reduce inequality.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		

Training and support on equality analysis/ impact assessment is available.		The organisation's assessments are accessible, robust and meaningful.		The organisation can provide evidence of how or where equality analysis/ impact assessment has informed decision-making and led to different, tailored services that have improved outcomes.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Impact assessments take account of the views of those affected by the policy or decision.		There is evidence that Members routinely take account of equality analysis/ impact assessment when making decisions.		The organisation captures information about what budget/service cuts mean to people's lives.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		
There is a process for ensuring that equality impact assessments are sufficiently robust.		Decisions around budget cuts and savings have taken account of cumulative impact.			
		Criteria	Key Evidence Against Criteria		
		The findings, recommendations and conclusions are shared effectively to inform decisions and planning.			
			Key Evidence Against Criteria		
		Mitigating actions are identified where appropriate.			

Equality Objectives and Annual Reporting							
Developing		Achieving		Excellent			
10.1	Overall Summary	10.2	Overall Summary	10.3	Overall Summary		
Equality objectives for the organisation have been set and published in accordance with the requirements to support the public sector Equality Duty.		Specific and measurable equality objectives have been integrated into organisational strategies and plans and action is being taken to achieve them. Outcomes are measured and monitored regularly by senior leaders.		The organisation can demonstrate a clear link between meeting their equality objectives and positive outcomes for its communities.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		
The specific duty to publish equality objectives has been met.		Equality objectives are integrated into organisational strategies and plans.		There is evidence that equality objectives have led to improved outcomes for people with protected characteristics.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		
Objectives are underpinned by robust equality analysis.		There is evidence of a link between equality objectives, business planning and performance management.		Actions to achieve priority outcomes are reviewed and regularly updated.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		
Objectives are SMART(Specific, Measurable Realistic, Achievable and Timely).		Progress is regularly monitored and reviewed.		Steps are taken if deficiencies are identified.			
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		
		Members are kept informed of progress against equality objectives.		Stakeholders and staff are involved in the monitoring of objectives.			
				Criteria	Key Evidence Against Criteria		
				An Annual Equality report is published and shared.			

Performance Monitoring and Scrutiny							
Developing		Achieving		Excellent			
11.1	Overall Summary	11.2	Overall Summary	11.3	Overall Summary		
Appropriate structures are in place to ensure delivery and review of equality objectives.		The setting and monitoring of equality objectives is subject to challenge, including through any organisational bodies or groups and the political Overview and Scrutiny process.		The organisation uses the scrutiny process as a driver for change. The organisation benchmarks its achievements against comparable others and shares its experience in developing good practice.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		

There is an appropriate and accountable leadership group/ board/ forum who have responsibility for the equality agenda.		The Overview and Scrutiny function is used to scrutinise and challenge equality analysis / impact assessment objective setting and monitoring.		The organisation assesses its performance and outcomes against comparable organisations.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There are resources for supporting equality work.		The public are enabled to monitor		Review mechanisms are in place.	
		progress			
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Progress and responses are reported regularly to the leadership of the organisation.		Some outcomes and priorities have changed as a result of Scrutiny review.	
				Criteria	Key Evidence Against Criteria
				The organisation is approached on a regular basis to provide examples of, or showcase good practice.	

THEMATIC AREA 3 - Responsive Se	ervices and Customer Care				
Commissioning and Procuring Serv	vices				
Developing		Achieving		Excellent	
12.1	Overall Summary	12.2	Overall Summary	12.3	Overall Summary
The organisation ensures that procurement and commissioning processes and practice take account of the diverse needs of clients, and that providers understand the requirements of the public sector Equality Duty.		Mechanisms are in place to ensure that equality standards are embedded throughout the procurement cycle.		The organisation can demonstrate that commissioned' procured services are helping it achieve its equality priorities.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Guidance is available for suppliers on the equality requirements for the procurement and commissioning process.		The organisation considers how the public pound is spent in regards to local procurement and influence on the local economy.		There is evidence that contracts are being monitored using quantitative and qualitative analysis. The results are considered by both the supplier and client.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There are standard equality clauses for contracts.		Specifications take account of the different needs of users, for example through equality analysis/ impact assessments.		There is evidence of providers meeting the organisations equality objectives.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Monitoring requirements are built into contracts to ensure equality issues are addressed.		Providers understand and can articulate a commitment to equality.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		The organisation has an established Social Value Framework. The Social value of contracts is measured.		The organisation achieves considerable social value from Its contracts	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		The performance of sub- contracting arrangements is measured.		Local procurement is positively influencing the local economy	

ntegration of equality objectives into service planning									
Developing		Achieving		Excellent					
13.1	Overall Summary	13.2	Overall Summary	13.3	Overall Summary				
Structures are in place to ensure equality outcomes are integrated into business objectives.		Equality objectives are integrated into service plans across the organisation, with progress towards them performance managed by key decision makers.		The organisation can demonstrate that improvements and equality outcomes are being delivered across the business.					
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria				
Service plans are monitored regularly to ensure that equality objectives are being met.		Objectives address inequality and equality gaps.		Service Plans are designed and written with equality objectives in mind.					
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria				

Equality analysis is fed into planning and assessment of service plans.		The needs of protected groups are taken account of.		Business plans review past performance, demonstrate how past objectives have been achieved, review performance and set new objectives.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Customer care policies highlight the needs of protected groups.		Service users have opportunities to comment on how services are planned.		Gaps have been identified in terms of who may not be using the service and why. Action has been taken to change services in response.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Objectives have specific timescales.		There is evidence of improved or improving outcomes, disaggregated where appropriate to demonstrate the effects on different communities/ protected groups.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Resource implications have been properly assessed.		There is evidence that Services are being co- produced with service users.	
		Criteria	Key Evidence Against Criteria		
		Key decision makers demonstrate that they continuously monitor, review and evaluate performance for equality objectives.			
		Criteria	Key Evidence Against Criteria		
		Equality integrated into the performance management.			

Service Delivery					
Developing		Achieving		Excellent	
14.1	Overall Summary	14.2	Overall Summary	14.3	Overall Summary
The organisation has systems to collect, analyse and measure how satisfied all sections of the community are with services.		There is evidence that services are meeting the needs of a diverse community, and that take up of services is representative of the wider community.		The organisation has systems in place to use monitoring data and citizen feedback to redesign or adapt services to ensure equity of access, and can demonstrate where this has been done.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There are mechanisms in place for service users to be consulted about service development and delivery.		Service users are consulted effectively before services are developed.		Services are co-produced with service users wherever possible and service users are able to influence changes.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Social Value and Collaborative Principles are reflected in the organisations practical service delivery.		Issues such as Social Prescription and Social Value are used to measure outcomes which are not delivered by the organisation.		Initiatives such as Community Asset Transfers and Community Right to Challenge are in evidence as delivered by local communities instead of the local authority.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation is able to analyse and measure whether all sections of the community are able to access services.		Access to and appropriateness of services is monitored regularly by senior leaders and decision makers.		There is evidence of how levels of customer satisfaction with services have improved over time.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
It is clear who Service users are. Services carry out mapping exercises to identify and review current participation and to highlight gaps.		Senior leaders and decision makers demonstrate that they continuously review and evaluate access to services.		Take up of services is representative of the community in proportions that would be expected.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation collects data about user satisfaction with its services. The mapping and satisfaction data collected is disaggregated by different equality groups or vulnerable communities.		Data about access to services and user satisfaction is used in equality analyses/ equality impacts assessment.		There are examples of how different customers' experiences are analysed and acted upon.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Complaints are disaggregated by protected groups. There are mechanisms in place to enable staff to introduce business improvements.		A scrutiny/ evaluation process of services is in place.		The organisation has taken steps to safeguard the human rights of individuals where these have been threatened.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		

Appropriate mechanisms are in place to ensure that Human Rights considerations are identified when planning services and that customers and citizens are treated with dignity and respect.	Human Rights issues are understood and considered when delivering services to customers and clients.		
	Criteria	Key Evidence Against Criteria	
	Human Rights guidance is available for staff and decision makers have up to date knowledge.		

THEMATIC AREA 4 - Diverse and En	gaged Workforce				
Workforce Diversity					
Developing		Achieving		Excellent	
15.1	Overall Summary	15.2	Overall Summary	15.3	Overall Summary
The organisation understands its local labour market, and has mechanisms in place to monitor its workforce against protected characteristics.		The organisation can demonstrate movement towards greater diversity in its workforce profile compared with previous years, including increasing the levels of previously under-represented groups at all levels of the organisation.		The organisation actively ensures that the profile of its workforce (including the profile of major providers of commissioned services) broadly reflects the community it serves / local labour market.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation is clear about its local labour market.	,	Where there is evidence of disproportionality, action is being taken to reverse the trends.	,	There are appropriate examples of positive action to improve diversity.	,
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
It has begun to identify the steps it needs to take to achieve a diverse workforce. These are reflected in recruitment policies and procedures.		Succession plans and recruitment processes address under- representation.		There is evidence that the workforce profile at all levels broadly matches the local labour market/community profile. This is continually monitored.	
	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The progress of protected groups through the organisational hierarchy is monitored.		Specific and measureable employment targets been set to improve workforce diversity.		There are reasonable explanations for gaps (e.g. the community profile is constantly changing or largely retired population) and what the organisation is doing about it.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Equality mapping data is used as part of the analysis.		Selection panels are trained in Unconscious Bias. This includes senior recruitment panels where Members are involved.		Good use is made of flexible working arrangements and career pathway initiatives to address potential barriers and under representation.	
	Key Evidence Against Criteria				
Recruitment and selection is monitored at all stages of the process by protected characteristics.					

Developing		Achieving		Excellent	
16.1	Overall Summary	16.2	Overall Summary	16.3	Overall Summary
The organisation's workforce strategies and policies include equality considerations and objectives.		The equality objectives contained within workforce strategies are implemented and monitored.		Prioritised equality outcomes for the whole workforce are being achieved.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
All employment policies and procedures comply with equality legislation and employment codes of practice.		The organisation has a basic set of policies and practices to enhance workforce equality and diversity including reasonable adjustments, equal pay, flexible working and family friendly policies.		The organisation has an excellent set of policies and procedures in place which are actively promoted to staff from all protected groups and used by managers to promote equality.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation's workforce strategy identifies equality issues.		The equality aspects of the organisation's workforce strategy are being implemented and tracked.		Strategic, innovative and holistic approaches have been considered to improve outcomes.	

Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Targets and objectives are based on internal monitoring, staff consultation and the assessment of the local labour market and barriers to employment.		When necessary, changes have been made as a result of equality analysis findings.		Staff are involved in developing and monitoring these policies.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
New/changing employment policies and procedures are assessed for their impact on people with protected characteristics.		Managers apply policies and practices across the authority in a consistent manner for all staff.		Positive and tangible outcomes have been delivered as a result of the implementation of a wide range of policies and practices.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
All employment and training related policies are regularly reviewed.		Staff are engaged positively in employment and service transformation and in developing new roles and ways of working. Trade unions and partners are involved.		The organisation compares well with others.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The council is using its workforce data to develop training and development strategies that can support a wider equalities agenda for employees.		The training and development offer supports a wider equalities agenda for the organisation.		Outcomes are communicated to staff with protected characteristics.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
A range of inclusive structures are in place to engage and involve staff.		Training courses and development interventions are meeting the needs of different groups, and are making a difference in getting underrepresented groups of staff up the leadership ladder.		The organisation has high satisfaction levels across all staff groups in respect of staff engagement.	
				Criteria	Key Evidence Against Criteria
				Training and development strategies are proven to be making a significant difference to the wider equality agenda for employees and for workforce diversity.	

Collecting, Analysing and Publishing	g Workforce Data				
Developing		Achieving		Excellent	
17.1	Overall Summary	17.2	Overall Summary	17.3	Overall Summary
Systems are in place to collect and analyse employment data across a range of practices (recruitment, training, leavers, grievance and disciplinaries etc).		The organisation regularly monitors, analyses and publishes employment data in accordance with its statutory duties.		The authority has a robust and comprehensive set of employment data and uses this to inform its workforce strategy and management practice.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria
The organisation reports annually on its Gender Pay Gap.		Data on applicants, people shortlisted and the composition of the workforce is systematically collected. This can be disaggregated by the protected characteristics.		Workforce data includes a wide range of information and protected characteristic profiles including pay levels, training opportunities, appraisal ratings.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
People are encouraged to provide data and there are initiatives in place to increase the disclosure of equality information by staff.		The organisation's Gender Pay Gap is reducing and it is addressing any race pay gap.		The organisation considers pay gaps across other areas of inequality such as religion and belief/ race- ethnicity/ age, disability etc.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Diversity monitoring information is separated from recruitment decisions and held securely.		There is evidence that workforce data is analysed and reported to senior leaders regularly.		The organisation understand the effects of employment policy and practice on its workforce.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
GDPR processes are in place and regulations are being met.		Workforce information is published to cover basic legal requirements and includes analysis of pay/job evaluation outcomes.		The organisation has sufficient information about staff to inform robust equality analysis.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria

	There is evidence that the organisation is actively working on reducing its Gender Pay Gap.		The workforce profile is updated regularly.	
	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
	Action has been taken as a result of monitoring, trends are being identified and used to help establish objectives.		Data is looked at organisationally and service by service.	
			Criteria	Key Evidence Against Criteria
			It is possible to analyse data by all the protected characteristics.	

Learning and Development					
Developing		Achieving		Excellent	
18.1	Overall Summary	18.2	Overall Summary	18.3	Overall Summary
The organisation carries out regular assessments of the training and learning and development needs required to ensure its councillors and officers are equipped to understand their equality duties and take action to deliver equality outcomes.		The organisation provides a range of accessible learning and development opportunities to support councillors and officers in achieving equality objectives and outcomes.		Decision makers understand the importance of equality when making decisions and in how they use resources. Services are provided by knowledgeable and well-trained staff who are equipped to meet the diverse needs of local communities.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
An assessment has been made as to what equality-related training, learning or development is required.		Equality and diversity forms part of the training and development for key decision makers.		Managers and staff are accountable for ensuring equality outcomes. They can give examples of improved equality outcomes they have contributed to.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Appropriate behavioural competencies have been identified for the workforce.		There is evidence that equality issues are mainstreamed into all training (e.g. training on customer care.		Good performance is recognised in the appraisal process and more generally.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Induction training for new Members includes equality and all Members are offered Equality training.		Different methods are used to promote learning to a wide audience (e.g. standard courses, coaching, mentoring).		Staff feel their skills have improved and that they are able to relate effectively with a range of clients.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Appraisal processes ensure staff and managers are aware of their equality-related responsibilities and accountabilities.		Management and individual appraisals include specific equality objectives for the service area.		Staff can answer questions about the council's equality priorities.	
				Criteria	Key Evidence Against Criteria
				Feedback from service users in protected groups is positive about the skills of staff in dealing with their issues.	

Health and Wellbeing					
Developing		Achieving		Excellent	
19.1	Overall Summary	19.2	Overall Summary	19.3	Overall Summary
The organisation has begun to consider how it can address the key employee health and wellbeing issues.		The organisation promotes the health and well-being of staff in its workforce and other policies.		There is a positive health and wellbeing culture throughout all levels and areas of the service.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation uses workforce data and other information from staff to determine what its health and wellbeing priorities are.		There is a coherent Health and Wellbeing Strategy that addresses a range of related issues.		Approaches to health and wellbeing are innovative.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation has assessed all aspects of the working environment to ensure that the needs of all its employees are met.		Improvements have been made to the working environment.		.The organisation has adopted the Social model of disability	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria

A range of inclusive mechanisms are in place to engage and involve staff.		Staff are engaged positively in employment and service transformation and in developing new roles and ways of working.		There have been significant outcomes in the health and wellbeing of all staff including those with protected characteristics.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Policies and systems are in place to identify, prevent and deal effectively with harassment and bullying at work.		Reasonable Adjustments are provided in a timely fashion consistently across the organisation.		There are high satisfaction levels with the working environment across all staff groups particularly those with protected characteristics.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation has a policy for Reasonable Adjustments for staff and Members and managers are trained to implement it.		Occupational health works closely with HR to identify and address absence trends.		The organisation has high satisfaction levels across all staff groups in respect of staff engagement.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Occupational health services are provided.		Managers have received training on mental health awareness and say they are equipped to address staff issues.		Harassment and bullying at work is dealt with effectively and staff say that they are treated with dignity and respect.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		
The organisation has started to address mental health issues in the workplace		Harassment and bullying incidents are monitored and analysed regularly.			
		Criteria	Key Evidence Against Criteria		
		Appropriate action is taken to address the issues that have been identified.			

Developing			Achieving		Excellent		
20.1	Overall Summary		20.2	Overall Summary	20.3	Overall Summary	
The organisation has begun to consider how it can address the key employee race equality, issues, concerns and barriers.			The organisation promotes and practices race equality in its workforce and other policies.		There is a positive and inclusive race equality culture and performance throughout all levels and areas of the service.		
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Ste	Summary Against Criteria and Potential Next Steps	
Secondments	Are they transparent, fair, advertised, open and merit based?						
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps		
Recognition, pay and reward	Is everyone recognized fairly and consistently? Is there unfairness in pay and performance (eg ratings) and reward (eg recognition payments)? Is there an ethnicity pay gap?						
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Ste	ps	
Policies and Best Practice	Is flexible working / work life balance equally offered? are reasonable adjustments consistent and meet individual needs? Are all policies and processes free from discrimination and bias?						
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Ste	ps	

Recruitment	Is the process equitable and fair? Are there equal internal progression opportunities? Is there bias in recruitment practices? Do applicant and hiring rates reflect local communities?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Mentoring and Coaching	Is there a culture of mentoring and coaching, accessible and available to all? Are there reverse mentoring opportunities? Can all staff discuss and get development with their line managers? Are there role models?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Progression	Do BAME staff have long length of service, poor progression, unable to showcase / demonstrate ability and are there unequal access to opportunities. Is there recruitment bias in progression? Are internal pipelines understood?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Retention	Is there a poor employee experience and what does it look and sound like? Is there poor behaviours, internally and externally and ways to call these out, tackle and resolve these? Is there high BAME turnover re joiners and leavers? Are we representative at all grades?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Employee Network Groups	Are there effective Network Groups, with clear terms of reference, standard operating procedures, senior sponsors, committees and a clear governance structure and pathways? Do they have an evidenced workplan, a communications plan and act as a constructive and focused forum, providing insight and employee voice to help inform organisational needs.				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Employee Voice and Speaking Out	Are BAME staff able to speak out, report and surface any workplace issues, in relation to behaviours, decisions, pay and reward, abusive customers Will these be taken seriously. Are there unintended consequences for the victim? Is there a culture of under reporting.				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Culture	Are there in-groups, out-groups, favoritism, bias? Is there low confidence, self-esteem for BAME Staff? Is there an inclusive culture and behaviours? Are there excluding behaviours and what are they ?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Performance	Are there disparities in objective setting, performance reviews, workplace allocation and performance ratings for BAME staff? Are there less exceeded target ratings for BAME staff?				

Criteria	Criteria Description	Kau Fuidance Ansinet Developing	Kau Fuidence Ansingt Ashioving	Kau Fuidance Ansingt Fuestlant	Summary Against Critaria and Potential Next Stone
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Line Management relationship and practice	Is line management inclusive? Is there consistent wellbeing support, respect, development opportunities and line management? Can you call out poor behaviours to line managers, who will help you to resolve them?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Workplace practices	Are all processes, procedures and practices consistent, of high quality with no adverse impacts on BAME staff. Are BAME staff given unfavourable work allocation, shift patterns, hazardous work?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Employee Relations	Are there any disparities in HR cases brought forward by BAME staff? Are there disparities in outcomes? Are there disparities in BAME employees experiencing disciplinary procedures and disproportionate outcomes / sanctions? Is there a healthy Employee Relations culture between the TUs and organisation on Race Equality? How satisfied are BAME staff with the outcomes of formal / informal complaints and concerns? Are BAME staff confident about speaking up on issues pertaining to race and racism (whether about the workplace, service delivery or societal)?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Development opportunities	Is there consistent and fair opportunities to learning and development opportunities for non- mandatory courses, local opportunities, shadowing, projects, daily tasks? Are development plans supportively discussed and recorded during performance reviews?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Impact Assessments	Is there an effective work practice of timely and meaningful Equality and Health Impact Assessments and do they fully consider, consult and improve outcomes for BAME employees, service users and communities. Are managers skilled in delivering these and leaders skilled in reviewing these? Is the political leadership skilled and adept at understanding EDI implications and mitigation decisions?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Governance	Is there clear Governance structures, EDI sponsors and local leads and measures? How do we actively monitor need, progress and impact? Are we aware of our drivers (internal, external, legal, Public Authority, regulatory, GLA, London Councils). Are all individual responsibilities clearly understood and delivered?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps

Leadership	Is the leadership pro-actively engaged in the EDI Agenda. Is the leadership actively anti-racist. Does the leadership create active leadership listening opportunities? Does the leadership attend Inclusive Leadership development? Do Leaders have EDI performance targets, measures, with leadership development on how to deliver against these? Do cur leadership and managers have the cultural intelligence to manager and support a diverse workforce?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Data and Reporting	Are there dashboards, scorecards, inclusion index, recruitment data, staff survey data, effective reporting, service users data and integrated People Plans? Do these show a clear BAME analysis and narrative? Are these circulated and do managers have the skills to interpret and respond by changing employment practice and service provision? Is the Ethnicity Pay Gap a potential analysis to conduct.				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Frontline Employee Experience	Are there differential and adverse experiences of BAME staff, due to their background? Are these reported and responded to by the organisation? Is the required support provided? Are services designed to protect and safeguard staff?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Community Relationships	What is the Council's reputation as an employer of choice? Are there tensions in the community between different groups? Does the Council understand the demographic diversity and needs of different customer, service users and community groups? How does the Council understand this and use this intelligence to design and deliver inclusive and accessible services, safeguarding staff?				
	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
	Inclusion (issues not people) – Are issues/concerns pertinent to race proactively included/welcomed from the outset without resistance (and without having to be proposed by BAME staff)? Perceptions (of none BAME staff) – From the perspective of non-BAME staff, how proactive is Havering Council in dealing with issues of race/racism and how well does it deliver on these issues? Perceptions (of BAME staff) – From the				
	perspective of BAME staff, how proactive is Havering Council in dealing with issues of race/racism and how well does it deliver on these issues?				
Attitudes, perceptions, values and beliefs and systemic race inequality	Perceptions (by BAME staff) – From the perspective of BAME staff, how proactive is Havering Council in dealing with issues of race/racism and how well does it deliver on these issues?				
	Attitudes (of non-BAME staff) – To what extent do non-BAME staff, across all grades, understand the impacts of race inequality in Britain, the impact it has on BAME citizens and their role in becoming anti-racist?				

What is the visible leadership, HR and Trade Union's commitment and practices, in tackling issues around race inequality?		
Systemic Racism – How well is racism (local, national and global) recognised and understood, in particular the effect it have on issues / decisions and behaviours within the borough and the council?		

## Race, Equality, Accessibility, Diversity and Inclusion (READI) - Service Evidence Capture Self-Assessment

Directorate :			Service Name /s :		
Nominated Lead :					
How To Guide :			•		
This is an uploaded Teams fileshare, which	will automatically update. It is divided into servic	e specific tabs. Please work direc	tly to this database, through the Teams IDEA	space.	
There are 4 thematic areas to provide evider	nce for (please note the additional Race Equality Se	ection in Theme 4). Please only fil	I in the most relevant sections. Starting with t	he left hand column "Developing" put in	:
- specific, service related examples of policie	es, procedures and practice that have positive impa	acts and outcomes for diverse gro	oups		
- then, identify areas of improvement, challe	enges and barriers to more inclusive service provisi	ion, workplaces and community of	ohesion		
- work across each standard and leave blank	, if no evidence exists or state in progress, if this is	planned			
- once complete, fill in the overall summary	of performance, in each section				
Please contact REDACTED @havering.g	ov.uk (EDI and Race Relations Consultant) if you no	eed assistance and support.			
THEMATIC AREA 1 - Understanding ar	nd Working with your Communities				
Collecting and Sharing Information					
Developing		Achieving		Excellent	
1.1	Overall Summary	1.2	Overall Summary	1.3	Overall Summary
The organisation has gathered and published		Relevant, proportionate and		A comprehensive set of information about local	
information and data on the profile of its communities and the extent of inequality and disadvantage. Plans		appropriate information about the local communities and their protected		communities/protected characteristics needs and outcomes is regularly updated and	
are in place to collect, share and use equality		characteristics is being gathered.		published and used to identify priorities for the	
information with partners.		Information is shared across the		local area	
		organisation and with partners			
0 % 1		<b>0</b> % ·		0 % 1	
Criteria The organisation is clear about what sources of	Key Evidence Against Criteria	Criteria Information is disaggregated and	Key Evidence Against Criteria	Criteria The Council is working with partners to	Key Evidence Against Criteria
information (both local and national) are relevant and		analysed on the basis of different		continuously develop new and innovative data	
useful.		communities, including those sharing		sharing platforms.	
		protected characteristics.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation knows what information is already		Quantitative and qualitative research		The organisation has a sophisticated	
being collected – internally and by its partners, including voluntary and community sector		methods are used to gather data and information.		understanding of the difference between the equality profile of their local area and how that	
stakeholders?		information.		translates to inequalities for different groups.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Some information and data has been gathered and		National and regional data is used		Changing needs are identified and prioritised	
published.		and analysed.		across a wide range of services and outcomes	
				by, for example, referring to the Equality and Human Rights Commission's Equality	
				Measurement Framework.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation is working with its partners to ensure information is shared effectively.		Information from ward councillors is gathered in a systematic way.		Data is regularly updated and used to set priorities across the organisation and in	
ensure information is shared enectively.		gamereu in a systematic way.		different services, by geographical area and by	
				protected characteristic.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Partners ensure efficient collection of data that		Data is easily accessed, shared and		There is evidence of a continuous	
avoids duplication.		used by departments across the organisation.		improvement of the quality of the data.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The authority is compliant with GDPR legislation in its	3	The organisation is working with		The organisation is working with partners to	
collection, analysis storage and use of data and		partners to address identified gaps in		ensure that changing needs are identified and	
information		information. Data is disaggregated using the same or similar categories.		met.	
		using the same of similar categories.			
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Information is being shared to identify	/	Voluntary and community sector	
		and measure equality gaps and to		partners/health colleagues and stakeholders	
		inform outcomes for the area.		access and use the information.	
		Criteria	Key Evidence Against Criteria		
		There are robust and effective			
		protocols in place for sharing			
		information between partners and to			
	+	ensure data protection	Key Evidence Against Criteria		

Information is being captured about		
information is being captured about		
health inequality.		

	ion				
Developing		Achieving		Excellent	
2.1	Overall Summary	2.2	Overall Summary	2.3	Overall Summary
Systems are being developed to analyse soft and		Information and data is		Up to date and comprehensive equality data is	
hard data/intelligence about communities, their		disaggregated and analysed to		used regularly to plan and assess impacts of	
needs and aspirations.		support the assessment of local		decisions.	
		need, impacts of changes to services			
		and priorities.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation is developing and improving		Data is used to inform the setting of		The organisation and its partners are using	
systems for collating and analysing the different sets		relevant equality objectives, and		data in the most innovative ways such as	
of data being collected.		these are regularly monitored.		predictive analytics to target service	
or data boing conocida.		these are regularly monitored.		interventions	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria
Information is collected by front-line staff or key		Data is used in service planning,		Data is being used to predict and measure	
decision makers and taken account of.		commissioning and decision making.		demand for services	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The authority is compliant with GDPR legislation,		Data is continuously gathered and		Achievement of outcomes are measured and	
analysis and use of data and information		analysed.		there is evidence of gaps being narrowed.	
Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria		Key Evidence Against Criteria
		Information is disaggregated in a		Performance is monitored against equality	
		meaningful way, by relevant		objectives and outcomes including procured	
		protected characteristic and other		and commissioned services, and with key	
		factors (such as deprivation or		partners and other stakeholders.	
		rurality) and analysed on a regular			
		basis. Information is used to identify			
		and prioritise on the basis of need.			
		and phonico on the basic of hood.			
			Key Evidence Against Criteria		Key Evidence Against Criteria
		Information and data is used		Equality outcomes for commissioned and	
		effectively as part of impact		procured services are monitored and reported	
		assessment/ risk assessment and		on.	
		giving due regard to the public sector			
		equality duty.			

Effective Community Engagement					
Developing		Achieving		Excellent	
3.1	Overall Summary	3.2	Overall Summary	3.3	Overall Summary
Inclusive community engagement structures are being developed throughout the organisation. There are opportunities for communities to be involved in decision making.		Engagement mechanisms and structures are in place to involve equality stakeholders and scrutinise service delivery, decision- making and progress. The organisation engages with all its communities when making decisions, including those with protected characteristics.		Formal and informal interactions takes place between the organisation and its diverse communities. Communities from across the protected groups are actively participating in and influencing decision making.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation has an engagement strategy. It is clear about different levels of engagement (i.e. informing, consulting, participating, co-producing) and when these are appropriate.		People from protected groups are encouraged and enabled to participate in decision making.		There are a range of innovative approaches to involving communities and arrangements are made to meet specific or individual needs.	
	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Engagement structures are in place		A range of engagement methodologies are used.		Vulnerable people/ communities are participating including the hardest to reach in the community.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There are opportunities for protected groups to be engaged with decision making.'		Priorities have been changed as a result of engagement with a clear and demonstrable evidence basis.		There is evidence that mainstream engagement mechanisms are increasingly involving previously under-represented groups.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation can evidence examples of these opportunities.		The organisation and partners engage collectively/share information and results of engagement activities to ensure that particular groups are not being over consulted with.		Communities are encouraged or supported to influence or make decisions.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria

Shared engagement structures/mechanisms are in development with partners.		There is an increase in the involvement of underrepresented groups.		Staff and stakeholders are able to describe levels of influence within the community and changes made as a result.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There are some shared engagement activities with partners.		Engagement with the community and voluntary sector and the wider community effectively inform decisions.		Key decision makers are involved in the engagement process.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		There are processes and plans throughout the organisation and with partners to increase stakeholder and voluntary and community sector involvement in informing prio		There is evidence of partnership arrangements leading to improved outcomes in participation.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		increase stakeholder and voluntary and community sector involvement in informing priorities.		Partners are open to challenge and constructive criticism.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Feedback is given and people in the community are able to challenge and have their views taken account of.		Where there is very limited or no actual representation within a local demographic, the ability to cater for difference is in evidence.	

Fostering good community relations					
Developing		Achieving		Excellent	
4.1	Overall Summary	4.2	Overall Summary	4.3	Overall Summary
Structures are in place within the organisation and		The organisation and its partners		The organisation takes a sophisticated	
cross partnerships to understand community		have a strong understanding of the		approach to fostering good relations which has	
elationships and map community tensions.		quality of relations between different		resulted in measurable improvements in	
,		communities and collectively monitor		relationships between diverse communities	
		relations and tensions. The			
		organisation and its partners are			
		actively engaged in planning and			
		delivering activities that foster good			
		relations.			
		Telations.			
riteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
here are joint partnerships responsible for		Harassment and hate crimes are		Information is available to show there has been	
nonitoring community tensions.		monitored and analysed regularly		an improvement in community relations.	
5 <i>,</i>		, , ,		. ,	
	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria
he Community Safety Strategy addresses the issue		Appropriate action is taken to		The organisation works with others to improve	
of community cohesiveness		address the issues that have been		performance on good relations between	
		identified.		diverse communities.	
	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria
Council leaflets/ posters/ communications/ events		Members play a role in monitoring		The Council's leaders maintain a high profile	
promote positive relations.		community relations and reporting		on community relations. The Council makes	
		intelligence		use of Members' links with different	
		Ū.		communities depending on circumstances.	
			Key Evidence Against Criteria		Key Evidence Against Criteria
		Data is available, and is it		The Council plays a leading role in bringing the	
		disaggregated to cover the protected		partners and the community together if there	
		characteristics.		are serious incidents of hate crime.	
		Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria
		Data is regularly analysed and acted		There is obvious and demonstrable cross-over	
		upon.		between equality, diversity and community	
				cohesion.	
			Key Evidence Against Criteria		
		Stakeholders and communities are			
		involved in the monitoring.			

Participation in public life						
Developing		Achieving		Excellent		
6.1	Overall Summary	6.2	Overall Summary	6.3	Overall Summary	

The organisation has a clear understanding of the level of participation in public life by different communities/protected characteristics. This can include involvement in local democracy and representation e.g. school governors, councillors, board members of voluntary/statutory sector organisations.		Local people are encouraged to participate in public life or in other activities where they are under- represented. The Council uses a range of different methods and it is able to innovate and find new ways to extend participation in certain communities.		There is an improvement in the participation rates of under-represented groups in public life. The organisation can demonstrate that people across a range of protected characteristics are able to influence decisions	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Information/data is gathered about the extent of involvement in public life		The organisation actively informs and involves local people, including under- represented groups, in opportunities for public participation.		There is evidence that improvements have been achieved.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Outreach work or public campaigning has been undertaken to increase levels of participation by protected groups.		More people from under-represented groups are participating across a wider range of activities.	
				Criteria	Key Evidence Against Criteria
				Decision makers are from a wider range of backgrounds.	

Leadership					
Developing		Achieving		Excellent	
7.1	Overall Summary	7.2	Overall Summary	7.3	Overall Summary
The political and executive leadership have publically	overall outliniary	Political and executive leaders	over all oannhary	Leaders have gained a reputation within the	Overall Guilling
committed to reducing inequality, fostering good		demonstrate personal knowledge		community and with all of its partners for	
elations and challenging discrimination.		and understanding of local		championing equality, balancing competing	
ciations and chairenging discrimination.		communities and continue to show		interests and fostering good relations.	
		commitment to reducing inequality.		interests and rostening good relations.	
		communent to reducing mequality.			
riteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
enior leaders in the organisation have stated their	····) _·····	Senior leaders can demonstrate their		The organisation is able to show that even	
ommitment to a diverse workforce and have made		commitment to equality in decision		when making difficult decisions it continues to	
lear what is expected from staff when delivering		making and how this informs the way		demonstrate a clearly articulated and	
services to the community		the organisation responds to		meaningful commitment to equality.	
or noos to the community		challenges		moaringra communon to oquality.	
riteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
eadership on equality is demonstrated in a way that	· · · · · · · · · · · · · · · · · · ·	Senior leaders demonstrate	· · · · · · · · · · · · · · · · · · ·	Senior leaders have and own clear knowledge	· · · · · · · · · · · · · · · · · · ·
s recognised and understood by the organisation		knowledge and commitment to		of local equality priorities and how and why	
and local communities.		equality issues. They 'walk the talk'		they are being addressed.	
		oquanty isolable. They main the tant		they are being dualessed.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
eaders have publicly committed to improving		There is evidence that equality		Senior leaders act as ambassadors for the	
equality in their area.		considerations inform their decision		equality agenda.	
		making.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation has established and publicised a		Senior leaders understand the value		Senior leaders personally challenge	
strong business case for its equality work.		and impact good communications		inequalities and drive an improvement agenda.	
		can have and ensure that			
		publications, websites and other			
		communications channels are as			
		diverse as possible			
		0 // /		0 % 1	
riteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation regularly communicates its		The organisation promotes a positive		Staff, the community or the voluntary and	
commitment to promoting equality to staff and the		narrative around equality and good		community sector can offer good examples of	
ommunity		relations across the whole community		how effective communication and engagement	
				with the Council has enabled the organisation	
				to prevent or manage tensions between	
				different equality groups.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
here is evidence that publications reflect the	· · · · · · · · · · · · · · · · · · ·	There are examples of where the	l · · · · ·	The organisation plays a role in ensuring that	· · · · · · · · · · · · · · · · · · ·
organisation's commitment to equality and fostering		organisation and its partners have		all stakeholders collectively manage the	
ood relations.		had to take unpopular decisions but		conflicting needs of their communities.	
		still managed to keep local		J	
		communities on board.			
		Criteria	Key Evidence Against Criteria		

The organisation has taken steps to	
counter negative stereotypes or	
dispel myths.	

Priorities and Partnership Working					
Developing		Achieving		Excellent	
8.1	Overall Summary	8.2	Overall Summary	8.3	Overall Summary
Partnership working arrangements are being reviewed with the voluntary and community sector and the wider community to ensure that local equality priorities are addressed		There is a coherent, shared vision of equality for the local area, with clear priorities which have been agreed and understood by all key stakeholders, including the voluntary and community sector.		The organisation can demonstrate success in working with partners in the public, private, community and voluntary sectors to address equality priorities, which are reviewed on a regular basis.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Corporate and partnership documents capture the commitment of the organisation and partners to equality.		There are shared equality priorities, objectives and outcomes for the local area which are understood and acted on at all levels within the organisation.		Staff, the community or the voluntary and community sector give good examples of improved outcomes/ reduced inequality/ improvements in health inequality.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Equality objectives are reflected in local strategic planning.		There is a clear shared vision for the area.		Review mechanisms are in place.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		The organisation and its partners monitor, review and evaluate performance against equality priorities, including inequality and health inequality.		There is evidence that cross-organisational learning is taking place.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		The results of these activities contribute directly to the development of the organisation's objectives.		The community and voluntary sector say that they are treated as equal partners by the Council.	

Developing		Achieving		Excellent	
9.1	Overall Summary	9.2	Overall Summary	9.3	Overall Summary
Due regard is taken to the aims of the general equality duty when making decisions and when setting policies.		Equality analysis/ impact assessment is integrated systematically into planning and decision making across the organisation.		The organisation can demonstrate that improvements in equality outcomes are being delivered as a result of effective equality analysis/ impact assessment, and that negative impacts have been mitigated.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation has an agreed approach to conducting equality analysis/ impact assessment of policy and service decisions.		There is senior level commitment to using and understanding equality analysis/ impact assessment to inform planning and decision making.		The organisation can demonstrate how equality analysis/ impact assessment has been used to identify needs and improve outcomes/ reduce inequality.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Training and support on equality analysis/ impact assessment is available.		The organisation's assessments are accessible, robust and meaningful.		The organisation can provide evidence of how or where equality analysis/impact assessment has informed decision-making and led to different, tailored services that have improved outcomes.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Impact assessments take account of the views of hose affected by the policy or decision.		There is evidence that Members routinely take account of equality analysis/ impact assessment when making decisions.		The organisation captures information about what budget/service cuts mean to people's lives.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		
There is a process for ensuring that equality impact assessments are sufficiently robust.		Decisions around budget cuts and savings have taken account of cumulative impact.			
		Criteria	Key Evidence Against Criteria		
		The findings, recommendations and conclusions are shared effectively to inform decisions and planning.			
		Criteria	Key Evidence Against Criteria		

Mitigating actions are identified where		
appropriate.		

Equality Objectives and Annual Repor	ting				
Developing		Achieving		Excellent	
10.1	Overall Summary	10.2	Overall Summary	10.3	Overall Summary
Equality objectives for the organisation have been set and published in accordance with the requirements to support the public sector Equality Duty.		Specific and measurable equality objectives have been integrated into organisational strategies and plans and action is being taken to achieve them. Outcomes are measured and monitored regularly by senior leaders.		The organisation can demonstrate a clear link between meeting their equality objectives and positive outcomes for its communities.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The specific duty to publish equality objectives has been met.		Equality objectives are integrated into organisational strategies and plans.		There is evidence that equality objectives have led to improved outcomes for people with protected characteristics.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Objectives are underpinned by robust equality analysis.		There is evidence of a link between equality objectives, business planning and performance management.		Actions to achieve priority outcomes are reviewed and regularly updated.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Objectives are SMART(Specific, Measurable Realistic, Achievable and Timely).		Progress is regularly monitored and reviewed.		Steps are taken if deficiencies are identified.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Members are kept informed of progress against equality objectives.		Stakeholders and staff are involved in the monitoring of objectives.	
				Criteria	Key Evidence Against Criteria
				An Annual Equality report is published and shared.	

Performance Monitoring and Scrutiny					
Developing		Achieving		Excellent	
11.1	Overall Summary	11.2	Overall Summary	11.3	Overall Summary
Appropriate structures are in place to ensure delivery and review of equality objectives.		The setting and monitoring of equality objectives is subject to challenge, including through any organisational bodies or groups and the political Overview and Scrutiny process.		The organisation uses the scrutiny process as a driver for change. The organisation benchmarks its achievements against comparable others and shares its experience in developing good practice.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There is an appropriate and accountable leadership group/ board/ forum who have responsibility for the equality agenda.		The Overview and Scrutiny function is used to scrutinise and challenge equality analysis / impact assessment objective setting and monitoring.		The organisation assesses its performance and outcomes against comparable organisations.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There are resources for supporting equality work.		The public are enabled to monitor progress		Review mechanisms are in place.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Progress and responses are reported regularly to the leadership of the organisation.		Some outcomes and priorities have changed as a result of Scrutiny review.	
				Criteria	Key Evidence Against Criteria
				The organisation is approached on a regular basis to provide examples of, or showcase good practice.	

THEMATIC AREA 3 - Responsive Services and Customer Care							
Commissioning and Procuring Services							
Developing		Achieving		Excellent			
12.1	Overall Summary	12.2	Overall Summary	12.3	Overall Summary		

The organisation ensures that procurement and commissioning processes and practice take account of the diverse needs of clients, and that providers understand the requirements of the public sector Equality Duty.		Mechanisms are in place to ensure that equality standards are embedded throughout the procurement cycle.		The organisation can demonstrate that commissioned/ procured services are helping it achieve its equality priorities.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Guidance is available for suppliers on the equality requirements for the procurement and commissioning process.		The organisation considers how the public pound is spent in regards to local procurement and influence on the local economy.		There is evidence that contracts are being monitored using quantitative and qualitative analysis. The results are considered by both the supplier and client.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There are standard equality clauses for contracts.		Specifications take account of the different needs of users, for example through equality analysis/ impact assessments.		There is evidence of providers meeting the organisations equality objectives.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Monitoring requirements are built into contracts to ensure equality issues are addressed.		Providers understand and can articulate a commitment to equality.	
		Criteria			Key Evidence Against Criteria
		The organisation has an established Social Value Framework. The Social value of contracts is measured.		The organisation achieves considerable social value from Its contracts	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		The performance of sub- contracting arrangements is measured.		Local procurement is positively influencing the local economy	

Developing		Achieving		Excellent	
13.1	Overall Summary	13.2	Overall Summary	13.3	Overall Summary
Structures are in place to ensure equality outcomes are integrated into business objectives.		Equality objectives are integrated into service plans across the organisation, with progress towards them performance managed by key decision makers.		The organisation can demonstrate that improvements and equality outcomes are being delivered across the business.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Service plans are monitored regularly to ensure that equality objectives are being met.		Objectives address inequality and equality gaps.		Service Plans are designed and written with equality objectives in mind.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Equality analysis is fed into planning and assessment of service plans.		The needs of protected groups are taken account of.		Business plans review past performance, demonstrate how past objectives have been achieved, review performance and set new objectives.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Customer care policies highlight the needs of protected groups.		Service users have opportunities to comment on how services are planned.		Gaps have been identified in terms of who may not be using the service and why. Action has been taken to change services in response.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Objectives have specific timescales.		There is evidence of improved or improving outcomes, disaggregated where appropriate to demonstrate the effects on different communities/ protected groups.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Resource implications have been properly assessed.		There is evidence that Services are being co- produced with service users.	
		Criteria	Key Evidence Against Criteria		
		Key decision makers demonstrate that they continuously monitor, review and evaluate performance for equality objectives.			
		Criteria	Key Evidence Against Criteria		
		Equality integrated into the performance management.			

Service Delivery				-	
Developing		Achieving		Excellent	
14.1	Overall Summary	14.2	Overall Summary	14.3	Overall Summary
The organisation has systems to collect, analyse and		There is evidence that services are		The organisation has systems in place to use	
neasure how satisfied all sections of the community		meeting the needs of a diverse		monitoring data and citizen feedback to	
are with services.		community, and that take up of		redesign or adapt services to ensure equity of	
		services is representative of the wider		access, and can demonstrate where this has	
		community.		been done.	
		community.			
riteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
here are mechanisms in place for service users to		Service users are consulted		Services are co-produced with service users	
e consulted about service development and		effectively before services are		wherever possible and service users are able	
delivery.		developed.		to influence changes.	
	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
	Key Evidence Against Criteria		Rey Evidence Against Criteria		Key Evidence Against Criteria
Social Value and Collaborative Principles are		Issues such as Social Prescription		Initiatives such as Community Asset Transfers	
eflected in the organisations practical service		and Social Value are used to		and Community Right to Challenge are in	
delivery.		measure outcomes which are not		evidence as delivered by local communities	
		delivered by the organisation.		instead of the local authority.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation is able to analyse and measure		Access to and appropriateness of		There is evidence of how levels of customer	
whether all sections of the community are able to		services is monitored regularly by		satisfaction with services have improved over	
access services.		senior leaders and decision makers.		time.	
				ano.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
t is clear who Service users are. Services carry out		Senior leaders and decision makers		Take up of services is representative of the	
napping exercises to identify and review current		demonstrate that they continuously		community in proportions that would be	
participation and to highlight gaps.		review and evaluate access to		expected.	
		services.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation collects data about user satisfaction		Data about access to services and		There are examples of how different	
with its services. The mapping and satisfaction data		user satisfaction is used in equality		customers' experiences are analysed and	
collected is disaggregated by different equality		analyses/ equality impacts		acted upon.	
groups or vulnerable communities.		assessment.			
	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Complaints are disaggregated by protected groups.		A scrutiny/ evaluation process of		The organisation has taken steps to safeguard	
here are mechanisms in place to enable staff to		services is in place.		the human rights of individuals where these	
ntroduce business improvements.				have been threatened.	
·					
	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		
Appropriate mechanisms are in place to ensure that		Human Rights issues are understood			
Human Rights considerations are identified when		and considered when delivering			
planning services and that customers and citizens		services to customers and clients.			
are treated with dignity and respect.					
		Criteria	Key Evidence Against Criteria		
		Human Rights guidance is available			
		for staff and decision makers have up			
		to date knowledge.			

THEMATIC AREA 4 - Diverse and Engaged Workforce							
Workforce Diversity							
Developing		Achieving		Excellent			
15.1	Overall Summary	15.2	Overall Summary	15.3	Overall Summary		
The organisation understands its local labour market, and has mechanisms in place to monitor its workforce against protected characteristics.		The organisation can demonstrate movement towards greater diversity in its workforce profile compared with previous years, including increasing the levels of previously under- represented groups at all levels of the organisation.		The organisation actively ensures that the profile of its workforce (including the profile of major providers of commissioned services) broadly reflects the community it serves / local labour market.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		
The organisation is clear about its local labour market.		Where there is evidence of disproportionality, action is being taken to reverse the trends.		There are appropriate examples of positive action to improve diversity.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		

It has begun to identify the steps it needs to take to achieve a diverse workforce. These are reflected in recruitment policies and procedures.		Succession plans and recruitment processes address under- representation.		There is evidence that the workforce profile at all levels broadly matches the local labour market/community profile. This is continually monitored.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The progress of protected groups through the organisational hierarchy is monitored.		Specific and measureable employment targets been set to improve workforce diversity.		There are reasonable explanations for gaps (e.g. the community profile is constantly changing or largely retired population) and what the organisation is doing about it.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Criteria Equality mapping data is used as part of the analysis.	Key Evidence Against Criteria	Criteria Selection panels are trained in Unconscious Bias. This includes senior recruitment panels where Members are involved.		Criteria Good use is made of flexible working arrangements and career pathway initiatives to address potential barriers and under representation.	
Equality mapping data is used as part of the analysis.	Key Evidence Against Criteria Key Evidence Against Criteria	Selection panels are trained in Unconscious Bias. This includes senior recruitment panels where		Good use is made of flexible working arrangements and career pathway initiatives to address potential barriers and under	

Developing		Achieving		Excellent	
16.1	0	16.2	0	16.3	0
	Overall Summary		Overall Summary		Overall Summary
he organisation's workforce strategies and policies		The equality objectives contained		Prioritised equality outcomes for the whole	
clude equality considerations and objectives.		within workforce strategies are		workforce are being achieved.	
		implemented and monitored.		0.11	
riteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria
Il employment policies and procedures comply with		The organisation has a basic set of		The organisation has an excellent set of	
quality legislation and employment codes of		policies and practices to enhance		policies and procedures in place which are	
ractice.		workforce equality and diversity		actively promoted to staff from all protected	
		including reasonable adjustments,		groups and used by managers to promote	
		equal pay, flexible working and family		equality.	
		friendly policies.			
		0 1 1		0 % 1	
riteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria
he organisation's workforce strategy identifies		The equality aspects of the		Strategic, innovative and holistic approaches	
quality issues.		organisation's workforce strategy are		have been considered to improve outcomes.	
		being implemented and tracked.			
ritorio	Kou Euidonaa Againat Critoria	Criteria	Koy Evidence Against Criteria	Criteria	Koy Evidence Against Crit1-
riteria argets and objectives are based on internal	Key Evidence Against Criteria	When necessary, changes have	Key Evidence Against Criteria	Staff are involved in developing and monitoring	Key Evidence Against Criteria
nonitoring, staff consultation and the assessment of		been made as a result of equality			
he local labour market and barriers to employment.		analysis findings.		these policies.	
le local labour market and barriers to employment.		analysis findings.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
lew/changing employment policies and procedures		Managers apply policies and		Positive and tangible outcomes have been	
re assessed for their impact on people with		practices across the authority in a		delivered as a result of the implementation of a	
rotected characteristics.		consistent manner for all staff.		wide range of policies and practices.	
riteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Il employment and training related policies are		Staff are engaged positively in		The organisation compares well with others.	
egularly reviewed.		employment and service			
		transformation and in developing new			
		roles and ways of working. Trade			
		unions and partners are involved.			
		0.16.1			
riteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria
he council is using its workforce data to develop		The training and development offer		Outcomes are communicated to staff with	
raining and development strategies that can support wider equalities agenda for employees.		supports a wider equalities agenda for the organisation.		protected characteristics.	
i wider equalities agenda for employees.		for the organisation.			
riteria	Key Evidence Against Criteria	Criteria	Kev Evidence Against Criteria	Criteria	Key Evidence Against Criteria
range of inclusive structures are in place to engage		Training courses and development		The organisation has high satisfaction levels	
ind involve staff.		interventions are meeting the needs		across all staff groups in respect of staff	
		of different groups, and are making a		engagement.	
		difference in getting			
		underrepresented groups of staff up			
		the leadership ladder.			
		the leadership ladder.			

		Training and development strategies are proven to be making a significant difference to the wider equality agenda for employees and for workforce diversity.	
		for workforce diversity.	

Developing		Achieving		Excellent	
17.1	Overall Summary	17.2	Overall Summary	17.3	Overall Summary
ystems are in place to collect and analyse		The organisation regularly monitors,	,	The authority has a robust and comprehensive	
mployment data across a range of practices		analyses and publishes employment		set of employment data and uses this to inform	
ecruitment, training, leavers, grievance and		data in accordance with its statutory		its workforce strategy and management	
lisciplinaries etc).		duties.		practice.	
riteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
he organisation reports annually on its Gender Pa	V	Data on applicants, people shortlisted		Workforce data includes a wide range of	
Gap.	·	and the composition of the workforce		information and protected characteristic	
sup.		is systematically collected. This can		profiles including pay levels, training	
		be disaggregated by the protected		opportunities, appraisal ratings.	
		characteristics.			
riteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
People are encouraged to provide data and there		The organisation's Gender Pay Gap		The organisation considers pay gaps across	
ire initiatives in place to increase the disclosure of		is reducing and it is addressing any		other areas of inequality such as religion and	
equality information by staff.		race pay gap.		belief/ race- ethnicity/ age, disability etc.	
equality information by start.		race pay gap.		beller/ race- etrificity/ age, disability etc.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Diversity monitoring information is separated from		There is evidence that workforce		The organisation understand the effects of	· · ·
ecruitment decisions and held securely.		data is analysed and reported to		employment policy and practice on its	
ecidianena decisions and neid securely.				workforce.	
		senior leaders regularly.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria
GDPR processes are in place and regulations are		Workforce information is published to		The organisation has sufficient information	
being met.		cover basic legal requirements and		about staff to inform robust equality analysis.	
		includes analysis of pay/job			
		evaluation outcomes.			
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		There is evidence that the		The workforce profile is updated regularly.	,
		organisation is actively working on		Wernerde preine is apaatoa regulariy.	
		reducing its Gender Pay Gap.			
		Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria
		Action has been taken as a result of		Data is looked at organisationally and service	
		monitoring, trends are being identified		by service.	
		and used to help establish objectives.			
					Key Evidence Against Criteria
				It is possible to analyse data by all the	
				protected characteristics.	

Learning and Development									
Developing	Developing Achieving			Excellent					
18.1	Overall Summary	18.2 Overall Summary		18.3	Overall Summary				
The organisation carries out regular assessments of the training and learning and development needs required to ensure its councillors and officers are equipped to understand their equality duties and take action to deliver equality outcomes.		The organisation provides a range of accessible learning and development opportunities to support councillors and officers in achieving equality objectives and outcomes.		Decision makers understand the importance of equality when making decisions and in how they use resources. Services are provided by knowledgeable and well-trained staff who are equipped to meet the diverse needs of local communities.					
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria				
An assessment has been made as to what equality- related training, learning or development is required.		Equality and diversity forms part of the training and development for key decision makers.		Managers and staff are accountable for ensuring equality outcomes. They can give examples of improved equality outcomes they have contributed to.					
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria				

Appropriate behavioural competencies have been identified for the workforce.		There is evidence that equality issues are mainstreamed into all training (e.g. training on customer care.		Good performance is recognised in the appraisal process and more generally.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Induction training for new Members includes equality and all Members are offered Equality training.		Different methods are used to promote learning to a wide audience (e.g. standard courses, coaching, mentoring).		Staff feel their skills have improved and that they are able to relate effectively with a range of clients.	
Criteria		Onlitentin	Kau Enderson Amelinet Online in	Criteria	
Cintenia	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Appraisal processes ensure staff and managers are aware of their equality-related responsibilities and accountabilities.	×	Management and individual appraisals include specific equality objectives for the service area.		Staff can answer questions about the council's equality priorities.	
Appraisal processes ensure staff and managers are aware of their equality-related responsibilities and	×	Management and individual appraisals include specific equality		Staff can answer questions about the council's equality priorities.	

Developing		Achieving		Excellent	
19.1	Overall Summary	19.2	Overall Summary	19.3	Overall Summarv
The organisation has begun to consider how it can		The organisation promotes the health		There is a positive health and wellbeing culture	,
address the key employee health and wellbeing		and well-being of staff in its		throughout all levels and areas of the service.	
issues.		workforce and other policies.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation uses workforce data and other		There is a coherent Health and		Approaches to health and wellbeing are	
information from staff to determine what its health		Wellbeing Strategy that addresses a		innovative.	
and wellbeing priorities are.		range of related issues.		intovative.	
and wellbeing phonies are.		large of related issues.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation has assessed all aspects of the		Improvements have been made to		.The organisation has adopted the Social	
working environment to ensure that the needs of all		the working environment.		model of disability	
ts employees are met.		-			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
A range of inclusive mechanisms are in place to		Staff are engaged positively in		There have been significant outcomes in the	-
engage and involve staff.		employment and service		health and wellbeing of all staff including those	
		transformation and in developing new		with protected characteristics.	
		roles and ways of working.			
		, ,			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Policies and systems are in place to identify, prevent		Reasonable Adjustments are		There are high satisfaction levels with the	
and deal effectively with harassment and bullying at		provided in a timely fashion		working environment across all staff groups	
work.		consistently across the organisation.		particularly those with protected	
				characteristics.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation has a policy for Reasonable		Occupational health works closely		The organisation has high satisfaction levels	
Adjustments for staff and Members and managers		with HR to identify and address		across all staff groups in respect of staff	
are trained to implement it.		absence trends.		engagement.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Occupational health services are provided.		Managers have received training on		Harassment and bullying at work is dealt with	
cooperational notatil connects are provided.		mental health awareness and say		effectively and staff say that they are treated	
		they are equipped to address staff		with dignity and respect.	
		issues.		man alginty and roopoot.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		
The organisation has started to address mental		Harassment and bullying incidents			
health issues in the workplace		are monitored and analysed			
·		regularly.			
		Criteria	Key Evidence Against Criteria		
		Appropriate action is taken to			
		address the issues that have been			

Key Considerations to Test During Sel	-Assessment, Review and Ongoing Strategy Development.	Race Equality - please relate this criteria to your local workplace, service provision and communities you serve. Key Considerations to Test During Self-Assessment, Review and Ongoing Strategy Development. Please indicate local performance, from a race equality, diversity and inclusion perspective.								
Developing	Developing Achieving Excellent									
20.1	Overall Summary	20.2	Overall Summary	20.3	Overall Summary					

The organisation has begun to consider how it can address the key employee race equality, issues, concerns and barriers.			The organisation promotes and practices race equality in its workforce and other policies.		There is a positive and inclusive race equality culture and performance throughout all levels and areas of the service.
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Secondments	Are they transparent, fair, advertised, open and merit based?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Recognition, pay and reward	Is everyone recognized fairly and consistently? Is there unfairness in pay and performance (eg ratings) and reward (eg recognition payments)? Is there an ethnicity pay gap?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Policies and Best Practice	Is flexible working / work life balance equally offered? are reasonable adjustments consistent and meet individual needs? Are all policies and processes free from discrimination and bias?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Recruitment	Is the process equitable and fair? Are there equal internal progression opportunities? Is there bias in recruitment practices? Do applicant and hiring rates reflect local communities?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Mentoring and Coaching	Is there a culture of mentoring and coaching, accessible and available to all? Are there reverse mentoring opportunities? Can all staff discuss and get development with their line managers? Are there role models?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Progression	Do BAME staff have long length of service, poor progression, unable to showcase / demonstrate ability and are there unequal access to opportunities. Is there recruitment bias in progression? Are internal pipelines understood?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Retention	Is there a poor employee experience and what does it look and sound like? Is there poor behaviours, internally and externally and ways to call these out, tackle and resolve these? Is there high BAME turnover re joiners and leavers? Are we representative at all grades?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Employee Network Groups	Are there effective Network Groups, with clear terms of reference, standard operating procedures, senior sponsors, committees and a clear governance structure and pathways? Do they have an evidenced workplan, a communications plan and act as a constructive and focused forum, providing insight and employee voice to help inform organisational needs.				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps

Employee Voice and Speaking Out	Are BAME staff able to speak out, report and surface any workplace issues, in relation to behaviours, decisions, pay and reward, abusive customers Will these be taken seriously. Are there unintended consequences for the victim? Is there a culture of under reporting.				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Culture	Are there in-groups, out-groups, favoritism, bias? Is there low confidence, self-esteem for BAME Staff? Is there an inclusive culture and behaviours? Are there excluding behaviours and what are they ?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Performance	Are there disparities in objective setting, performance reviews, workplace allocation and performance ratings for BAME staff? Are there less exceeded target ratings for BAME staff?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Line Management relationship and practice	Is line management inclusive? Is there consistent wellbeing support, respect, development opportunities and line management? Can you call out poor behaviours to line managers, who will help you to resolve them?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Workplace practices	Are all processes, procedures and practices consistent, of high quality with no adverse impacts on BAME staff. Are BAME staff given unfavourable work allocation, shift patterns, hazardous work?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Employee Relations	Are there any disparities in HR cases brought forward by BAME staff? Are there disparities in outcomes? Are there disparities in BAME employees experiencing disciplinary procedures and disproportionate outcomes / sanctions? Is there a healthy Employee Relations culture between the TUs and organisation on Race Equality? How satisfied are BAME staff with the outcomes of formal / informal complaints and concerns? Are BAME staff confident about speaking up on issues pertaining to race and racism (whether about the workplace, service delivery or societal)?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Development opportunities	Is there consistent and fair opportunities to learning and development opportunities for non-mandatory courses, local opportunities, shadowing, projects, daily tasks? Are development plans supportively discussed and recorded during performance reviews?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps

Impact Assessments	Is there an effective work practice of timely and meaningful Equality and Health Impact Assessments and do they fully consider, consult and improve outcomes for BAME employees, service users and communities. Arre managers skilled in delivering these and leaders skilled in reviewing these? Is the political leadership skilled and adept at understanding EDI implications and mitigation decisions?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Governance	Is there clear Governance structures, EDI sponsors and local leads and measures? How do we actively monitor need, progress and impact? Are we aware of our drivers (internal, external, legal, Public Authority, regulatory, GLA, London Councils). Are all individual responsibilities clearly understood and delivered?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Leadership	Is the leadership pro-actively engaged in the EDI Agenda. Is the leadership actively anti-racist. Does the leadership create active leadership listening opportunities? Does the leadership attend Inclusive Leadership development? Do Leaders have EDI performance targets, measures, with leadership development on how to deliver against these? Do our leadership and managers have the cultural intelligence to manage and support a diverse workforce?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Data and Reporting	Are there dashboards, scorecards, inclusion index, recruitment data, staff survey data, effective reporting, service users data and integrated People Plans? Do these show a clear BAME analysis and narrative? Are these circulated and do managers have the skills to interpret and respond by changing employment practice and service provision? Is the Ethnicity Pay Gap a potential analysis to conduct.				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Frontline Employee Experience	Are there differential and adverse experiences of BAME staff, due to their background? Are these reported and responded to by the organisation? Is the required support provided? Are services designed to protect and safeguard staff?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Community Relationships	What is the Council's reputation as an employer of choice? Are there tensions in the community between different groups? Does the Council understand the demographic diversity and needs of different customer, service users and community groups? How does the Council understand this and use this intelligence to design and deliver inclusive and accessible services, safeguarding staff?				
	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
	Inclusion (issues not people) – Are issues/concerns pertinent to race proactively included/welcomed from the outset without resistance (and without having to be proposed by BAME staff)?				

	Perceptions (of none BAME staff) – From the perspective of non-BAME staff, how proactive is Havering Council in dealing with issues of race/racism and how well does it deliver on these issues?		
Attitudes, perceptions, values and beliefs and	Perceptions (of BAME staff) – From the perspective of BAME staff, how proactive is Havering Council in dealing with issues of race/racism and how well does it deliver on these issues?		
systemic race inequality	Perceptions (by BAME staff) – From the perspective of BAME staff, how proactive is Havering Council in dealing with issues of race/racism and how well does it deliver on these issues?		
	Attitudes (of non-BAME staff) – To what extent do non- BAME staff, across all grades, understand the impacts of race inequality in Britain, the impact it has on BAME citizens and their role in becoming anti-racist?		
	What is the visible leadership, HR and Trade Union's commitment and practices, in tackling issues around race inequality?		
	Systemic Racism – How well is racism (local, national and global) recognised and understood, in particular the effect it have on issues / decisions and behaviours within the borough and the council?		

## Race, Equality, Accessibility, Diversity and Inclusion (READI) - Service Evidence Capture Self-Assessment

Directorate :			Service Name /s :		
Nominated Lead :			Service waite 73.		
How To Guide :					
This is an uploaded Teams fileshare, whic There are 4 thematic areas to provide evid - specific, service related examples of polic - then, identify areas of improvement, chal	ence for (please note the additional Race ies, procedures and practice that have po- lenges and barriers to more inclusive serv nk, if no evidence exists or state in progres y of performance, in each section .gov.uk (EDI and Race Relations Consultar	Equality Section in Theme 4). Plea sitive impacts and outcomes for d ice provision, workplaces and con is, if this is planned it) if you need assistance and supp	se only fill in the most relevant sections. iverse groups imunity cohesion	the Teams IDEA space. Starting with the left hand column "Devel	oping" put in :
Collecting and Sharing Information					
Developing		Achieving		Excellent	
1.1	Overall Summary	1.2	Overall Summary	1.3	Overall Summary
The organisation has gathered and published information and data on the profile of its communities and the extent of inequality and disadvantage. Plans are in place to collect, share and use equality information with partners.		Relevant, proportionate and appropriate information about the local communities and their protected characteristics is being gathered. Information is shared across the organisation and with partners		A comprehensive set of information about local communities/protected characteristics needs and outcomes is regularly updated and published and used to identify priorities for the local area	
	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation is clear about what sources of information (both local and national) are relevant and useful.		Information is disaggregated and analysed on the basis of different communities, including those sharing protected characteristics.		The Council is working with partners to continuously develop new and innovative data sharing platforms.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation knows what information is already being collected – internally and by its partners, including voluntary and community sector stakeholders?		Quantitative and qualitative research methods are used to gather data and information.		The organisation has a sophisticated understanding of the difference between the equality profile of their local area and how that translates to inequalities for different groups.	
	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Some information and data has been gathered and published.		National and regional data is used and analysed.		Changing needs are identified and prioritised across a wide range of services and outcomes by, for example, referring to the Equality and Human Rights Commission's Equality Measurement Framework.	
	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation is working with its partners to ensure information is shared effectively.		Information from ward councillors is gathered in a systematic way.		Data is regularly updated and used to set priorities across the organisation and in different services, by geographical area and by protected characteristic.	
	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Partners ensure efficient collection of data that avoids duplication.		Data is easily accessed, shared and used by departments across the organisation.		There is evidence of a continuous improvement of the quality of the data.	
	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The authority is compliant with GDPR legislation in its collection, analysis storage and use of data and information		The organisation is working with partners to address identified gaps in information. Data is disaggregated using the same or similar categories.		The organisation is working with partners to ensure that changing needs are identified and met.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Information is being shared to identify and measure equality gaps and to inform outcomes for the area.		Voluntary and community sector partners/health colleagues and stakeholders access and use the information.	
		Criteria	Key Evidence Against Criteria		

	There are robust and effective protocols in place for sharing information between partners and to ensure data protection		
	Criteria	Key Evidence Against Criteria	
	Information is being captured about		
	health inequality.		

Analysing and using data and inform	nation				
Developing		Achieving		Excellent	
2.1	Overall Summary	2.2	Overall Summary	2.3	Overall Summary
Systems are being developed to analyse soft and hard data/intelligence about communities, their needs and aspirations.		Information and data is disaggregated and analysed to support the assessment of local need, impacts of changes to services and priorities.		Up to date and comprehensive equality data is used regularly to plan and assess impacts of decisions.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria
The organisation is developing and improving systems for collating and analysing the different sets of data being collected.		Data is used to inform the setting of relevant equality objectives, and these are regularly monitored.		The organisation and its partners are using data in the most innovative ways such as predictive analytics to target service interventions	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Information is collected by front-line staff or key decision makers and taken account of.		Data is used in service planning, commissioning and decision making.		Data is being used to predict and measure demand for services	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The authority is compliant with GDPR legislation, analysis and use of data and information		Data is continuously gathered and analysed.		Achievement of outcomes are measured and there is evidence of gaps being narrowed.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Information is disaggregated in a meaningful way, by relevant protected characteristic and other factors (such as deprivation or rurality) and analysed on a regular basis. Information is used to identify and prioritise on the basis of need.		Performance is monitored against equality objectives and outcomes including procured and commissioned services, and with key partners and other stakeholders.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Information and data is used effectively as part of impact assessment/ risk assessment and giving due regard to the public sector equality duty.		Equality outcomes for commissioned and procured services are monitored and reported on.	

Effective Community Engagement							
Developing		Achieving		Excellent			
3.1	Overall Summary	3.2	Overall Summary	3.3	Overall Summary		
Inclusive community engagement structures are being developed throughout the organisation. There are opportunities for communities to be involved in decision making.		Engagement mechanisms and structures are in place to involve equality stakeholders and scrutinise service delivery, decision- making and progress. The organisation engages with all its communities when making decisions, including those with protected characteristics.		Formal and informal interactions takes place between the organisation and its diverse communities. Communities from across the protected groups are actively participating in and influencing decision making.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		
The organisation has an engagement strategy. It is clear about different levels of engagement (i.e. informing, consulting, participating, co- producing) and when these are appropriate.		People from protected groups are encouraged and enabled to participate in decision making.		There are a range of innovative approaches to involving communities and arrangements are made to meet specific or individual needs.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		
Engagement structures are in place		A range of engagement methodologies are used.		Vulnerable people/ communities are participating including the hardest to reach in the community.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		

There are opportunities for protected groups to be engaged with decision making.'		Priorities have been changed as a result of engagement with a clear and demonstrable evidence basis.		There is evidence that mainstream engagement mechanisms are increasingly involving previously under-represented groups.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation can evidence examples of these opportunities.		The organisation and partners engage collectively/share information and results of engagement activities to ensure that particular groups are not being over consulted with.		Communities are encouraged or supported to influence or make decisions.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Shared engagement structures/mechanisms are in development with partners.		There is an increase in the involvement of underrepresented groups.		Staff and stakeholders are able to describe levels of influence within the community and changes made as a result.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There are some shared engagement activities with partners.		Engagement with the community and voluntary sector and the wider community effectively inform decisions.		Key decision makers are involved in the engagement process.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		There are processes and plans throughout the organisation and with partners to increase stakeholder and voluntary and community sector involvement in informing prio		There is evidence of partnership arrangements leading to improved outcomes in participation.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		increase stakeholder and voluntary and community sector involvement in informing priorities.		Partners are open to challenge and constructive criticism.	
		Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria
		Feedback is given and people in the community are able to challenge and have their views taken account of.		Where there is very limited or no actual representation within a local demographic, the ability to cater for difference is in evidence.	

Fostering good community relations	S				
Developing		Achieving		Excellent	
4.1	Overall Summary	4.2	Overall Summary	4.3	Overall Summary
Structures are in place within the organisation and across partnerships to understand community relationships and map community tensions.		The organisation and its partners have a strong understanding of the quality of relations between different communities and collectively monitor relations and tensions. The organisation and its partners are actively engaged in planning and delivering activities that foster good relations.		The organisation takes a sophisticated approach to fostering good relations which has resulted in measurable improvements in relationships between diverse communities	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There are joint partnerships responsible for monitoring community tensions.		Harassment and hate crimes are monitored and analysed regularly		Information is available to show there has been an improvement in community relations.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The Community Safety Strategy addresses the issue of community cohesiveness		Appropriate action is taken to address the issues that have been identified.		The organisation works with others to improve performance on good relations between diverse communities.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Council leaflets/ posters/ communications/ events promote positive relations.		Members play a role in monitoring community relations and reporting intelligence		The Council's leaders maintain a high profile on community relations. The Council makes use of Members' links with different communities depending on circumstances.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Data is available, and is it disaggregated to cover the protected characteristics.		The Council plays a leading role in bringing the partners and the community together if there are serious incidents of hate crime.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria

	Data is regularly analysed and acted upon.		There is obvious and demonstrable cross- over between equality, diversity and community cohesion.	
	Criteria	Key Evidence Against Criteria		
	Criteria Stakeholders and communities are			

Participation in public life							
Developing		Achieving		Excellent			
6.1	Overall Summary	6.2	Overall Summary	6.3	Overall Summary		
The organisation has a clear understanding of the level of participation in public life by different communities/protected characteristics. This can include involvement in local democracy and representation e.g. school governors, councillors, board members of voluntary/statutory sector organisations.		Local people are encouraged to participate in public life or in other activities where they are under- represented. The Council uses a range of different methods and it is able to innovate and find new ways to extend participation in certain communities.		There is an improvement in the participation rates of under-represented groups in public life. The organisation can demonstrate that people across a range of protected characteristics are able to influence decisions			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		
Information/data is gathered about the extent of involvement in public life		The organisation actively informs and involves local people, including under-represented groups, in opportunities for public participation.		There is evidence that improvements have been achieved.			
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		
		Outreach work or public campaigning has been undertaken to increase levels of participation by protected groups.		More people from under-represented groups are participating across a wider range of activities.			
				Criteria	Key Evidence Against Criteria		
				Decision makers are from a wider range of backgrounds.			

HEMATIC AREA 2 - Leadership and Organisational Commitment									
Leadership	eadership								
Developing		Achieving		Excellent					
7.1	Overall Summary	7.2	Overall Summary	7.3	Overall Summary				
The political and executive leadership have publically committed to reducing inequality, fostering good relations and challenging discrimination.		Political and executive leaders demonstrate personal knowledge and understanding of local communities and continue to show commitment to reducing inequality.		Leaders have gained a reputation within the community and with all of its partners for championing equality, balancing competing interests and fostering good relations.					
Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria		Key Evidence Against Criteria				
Senior leaders in the organisation have stated their commitment to a diverse workforce and have made clear what is expected from staff when delivering services to the community		Senior leaders can demonstrate their commitment to equality in decision making and how this informs the way the organisation responds to challenges		The organisation is able to show that even when making difficult decisions it continues to demonstrate a clearly articulated and meaningful commitment to equality.					
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria				
Leadership on equality is demonstrated in a way that is recognised and understood by the organisation and local communities.		Senior leaders demonstrate knowledge and commitment to equality issues. They 'walk the talk'		Senior leaders have and own clear knowledge of local equality priorities and how and why they are being addressed.					
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria				
Leaders have publicly committed to improving equality in their area.		There is evidence that equality considerations inform their decision making.		Senior leaders act as ambassadors for the equality agenda.					
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria				
The organisation has established and publicised a strong business case for its equality work.		Senior leaders understand the value and impact good communications can have and ensure that publications, websites and other communications channels are as diverse as possible		Senior leaders personally challenge inequalities and drive an improvement agenda.					
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria				

The organisation regularly communicates its commitment to promoting equality to staff and the community		The organisation promotes a positive narrative around equality and good relations across the whole community		Staff, the community or the voluntary and community sector can offer good examples of how effective communication and engagement with the Council has enabled the organisation to prevent or manage tensions between different equality groups.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There is evidence that publications reflect the organisation's commitment to equality and fostering good relations.		There are examples of where the organisation and its partners have had to take unpopular decisions but still managed to keep local communities on board.		The organisation plays a role in ensuring that all stakeholders collectively manage the conflicting needs of their communities.	
		Criteria	Key Evidence Against Criteria		
		The organisation has taken steps to counter negative stereotypes or dispel myths.			

Developing		Achieving		Excellent	
8.1	Overall Summary	8.2	Overall Summary	8.3	Overall Summary
Partnership working arrangements are being reviewed with the voluntary and community sector and the wider community to ensure that local equality priorities are addressed		There is a coherent, shared vision of equality for the local area, with clear priorities which have been agreed and understood by all key stakeholders, including the voluntary and community sector.		The organisation can demonstrate success in working with partners in the public, private, community and voluntary sectors to address equality priorities, which are reviewed on a regular basis.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Corporate and partnership documents capture the commitment of the organisation and partners o equality.		There are shared equality priorities, objectives and outcomes for the local area which are understood and acted on at all levels within the organisation.		Staff, the community or the voluntary and community sector give good examples of improved outcomes/ reduced inequality/ improvements in health inequality.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Equality objectives are reflected in local strategic planning.		There is a clear shared vision for the area.		Review mechanisms are in place.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		The organisation and its partners monitor, review and evaluate performance against equality priorities, including inequality and health inequality.		There is evidence that cross-organisational learning is taking place.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		The results of these activities contribute directly to the development of the organisation's objectives.		The community and voluntary sector say that they are treated as equal partners by the Council.	

Assessing Equality Impact in Policy and Decision Making							
Developing		Achieving		Excellent			
9.1	Overall Summary	9.2	Overall Summary	9.3	Overall Summary		
Due regard is taken to the aims of the general equality duty when making decisions and when setting policies.		Equality analysis/ impact assessment is integrated systematically into planning and decision making across the organisation.		The organisation can demonstrate that improvements in equality outcomes are being delivered as a result of effective equality analysis/ impact assessment, and that negative impacts have been mitigated.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		
The organisation has an agreed approach to conducting equality analysis/ impact assessment of policy and service decisions.		There is senior level commitment to using and understanding equality analysis/ impact assessment to inform planning and decision making.		The organisation can demonstrate how equality analysis/ impact assessment has been used to identify needs and improve outcomes/ reduce inequality.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		

Training and support on equality analysis/ impact assessment is available.		The organisation's assessments are accessible, robust and meaningful.		The organisation can provide evidence of how or where equality analysis/ impact assessment has informed decision-making and led to different, tailored services that have improved outcomes.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Impact assessments take account of the views of those affected by the policy or decision.		There is evidence that Members routinely take account of equality analysis/ impact assessment when making decisions.		The organisation captures information about what budget/service cuts mean to people's lives.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		
There is a process for ensuring that equality impact assessments are sufficiently robust.		Decisions around budget cuts and savings have taken account of cumulative impact.			
		Criteria	Key Evidence Against Criteria		
		The findings, recommendations and conclusions are shared effectively to inform decisions and planning.			
			Key Evidence Against Criteria		
		Mitigating actions are identified			

Developing		Achieving		Excellent	
10.1	Overall Summary	10.2	Overall Summary	10.3	Overall Summary
Equality objectives for the organisation have been set and published in accordance with the equirements to support the public sector Equality Duty.		Specific and measurable equality objectives have been integrated into organisational strategies and plans and action is being taken to achieve them. Outcomes are measured and monitored regularly by senior leaders.		The organisation can demonstrate a clear link between meeting their equality objectives and positive outcomes for its communities.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The specific duty to publish equality objectives has been met.		Equality objectives are integrated into organisational strategies and plans.		There is evidence that equality objectives have led to improved outcomes for people with protected characteristics.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Objectives are underpinned by robust equality analysis.		There is evidence of a link between equality objectives, business planning and performance management.		Actions to achieve priority outcomes are reviewed and regularly updated.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Dbjectives are SMART(Specific, Measurable Realistic, Achievable and Timely).		Progress is regularly monitored and reviewed.		Steps are taken if deficiencies are identified.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Members are kept informed of progress against equality objectives.		Stakeholders and staff are involved in the monitoring of objectives.	
				Criteria	Key Evidence Against Criteria
				An Annual Equality report is published and shared.	

Performance Monitoring and Scrutiny								
Developing		Achieving		Excellent				
11.1	Overall Summary	11.2	Overall Summary	11.3	Overall Summary			
Appropriate structures are in place to ensure delivery and review of equality objectives.		The setting and monitoring of equality objectives is subject to challenge, including through any organisational bodies or groups and the political Overview and Scrutiny process.		The organisation uses the scrutiny process as a driver for change. The organisation benchmarks its achievements against comparable others and shares its experience in developing good practice.				
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria			

There is an appropriate and accountable leadership group/ board/ forum who have responsibility for the equality agenda.		The Overview and Scrutiny function is used to scrutinise and challenge equality analysis / impact assessment objective setting and monitoring.		The organisation assesses its performance and outcomes against comparable organisations.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There are resources for supporting equality work.		The public are enabled to monitor		Review mechanisms are in place.	
		progress			
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Progress and responses are reported regularly to the leadership of the organisation.		Some outcomes and priorities have changed as a result of Scrutiny review.	
				Criteria	Key Evidence Against Criteria
				The organisation is approached on a regular basis to provide examples of, or showcase good practice.	

THEMATIC AREA 3 - Responsive Se	ervices and Customer Care				
Commissioning and Procuring Serv	vices				
Developing		Achieving		Excellent	
12.1	Overall Summary	12.2	Overall Summary	12.3	Overall Summary
The organisation ensures that procurement and commissioning processes and practice take account of the diverse needs of clients, and that providers understand the requirements of the public sector Equality Duty.		Mechanisms are in place to ensure that equality standards are embedded throughout the procurement cycle.		The organisation can demonstrate that commissioned' procured services are helping it achieve its equality priorities.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Guidance is available for suppliers on the equality requirements for the procurement and commissioning process.		The organisation considers how the public pound is spent in regards to local procurement and influence on the local economy.		There is evidence that contracts are being monitored using quantitative and qualitative analysis. The results are considered by both the supplier and client.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There are standard equality clauses for contracts.		Specifications take account of the different needs of users, for example through equality analysis/ impact assessments.		There is evidence of providers meeting the organisations equality objectives.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Monitoring requirements are built into contracts to ensure equality issues are addressed.		Providers understand and can articulate a commitment to equality.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		The organisation has an established Social Value Framework. The Social value of contracts is measured.		The organisation achieves considerable social value from Its contracts	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		The performance of sub- contracting arrangements is measured.		Local procurement is positively influencing the local economy	

Integration of equality objectives into service planning									
Developing		Achieving		Excellent					
13.1	Overall Summary	13.2	Overall Summary	13.3	Overall Summary				
Structures are in place to ensure equality outcomes are integrated into business objectives.		Equality objectives are integrated into service plans across the organisation, with progress towards them performance managed by key decision makers.		The organisation can demonstrate that improvements and equality outcomes are being delivered across the business.					
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria				
Service plans are monitored regularly to ensure that equality objectives are being met.		Objectives address inequality and equality gaps.		Service Plans are designed and written with equality objectives in mind.					
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria				

Equality analysis is fed into planning and assessment of service plans.		The needs of protected groups are taken account of.		Business plans review past performance, demonstrate how past objectives have been achieved, review performance and set new objectives.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Customer care policies highlight the needs of protected groups.		Service users have opportunities to comment on how services are planned.		Gaps have been identified in terms of who may not be using the service and why. Action has been taken to change services in response.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Objectives have specific timescales.		There is evidence of improved or improving outcomes, disaggregated where appropriate to demonstrate the effects on different communities/ protected groups.	
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
		Resource implications have been properly assessed.		There is evidence that Services are being co- produced with service users.	
		Criteria	Key Evidence Against Criteria		
		Key decision makers demonstrate that they continuously monitor, review and evaluate performance for equality objectives.			
		Criteria	Key Evidence Against Criteria		
		Equality integrated into the performance management.			

Service Delivery					
Developing		Achieving		Excellent	
14.1	Overall Summary	14.2	Overall Summary	14.3	Overall Summary
The organisation has systems to collect, analyse		There is evidence that services are		The organisation has systems in place to use	
and measure how satisfied all sections of the		meeting the needs of a diverse		monitoring data and citizen feedback to	
community are with services.		community, and that take up of		redesign or adapt services to ensure equity of	
		services is representative of the		access, and can demonstrate where this has	
		wider community.		been done.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
There are mechanisms in place for service users		Service users are consulted		Services are co-produced with service users	
to be consulted about service development and		effectively before services are		wherever possible and service users are able	
delivery.		developed.		to influence changes.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Social Value and Collaborative Principles are		Issues such as Social Prescription		Initiatives such as Community Asset	
reflected in the organisations practical service		and Social Value are used to		Transfers and Community Right to Challenge	
delivery.		measure outcomes which are not		are in evidence as delivered by local	
		delivered by the organisation.		communities instead of the local authority.	
	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria
The organisation is able to analyse and measure		Access to and appropriateness of		There is evidence of how levels of customer	
whether all sections of the community are able to		services is monitored regularly by		satisfaction with services have improved over	
access services.		senior leaders and decision makers.		time.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
It is clear who Service users are. Services carry		Senior leaders and decision makers		Take up of services is representative of the	
out mapping exercises to identify and review		demonstrate that they continuously		community in proportions that would be	
current participation and to highlight gaps.		review and evaluate access to		expected.	
		services.			
	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria
The organisation collects data about user		Data about access to services and		There are examples of how different	
satisfaction with its services. The mapping and		user satisfaction is used in equality		customers' experiences are analysed and	
satisfaction data collected is disaggregated by		analyses/ equality impacts		acted upon.	
different equality groups or vulnerable		assessment.			
communities.					
	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		Key Evidence Against Criteria
Complaints are disaggregated by protected		A scrutiny/ evaluation process of		The organisation has taken steps to	
groups. There are mechanisms in place to		services is in place.		safeguard the human rights of individuals	
enable staff to introduce business improvements.		1	1	where these have been threatened.	

Appropriate mechanisms are in place to ensure that Human Rights considerations are identified when planning services and that customers and citizens are treated with dignity and respect.	Human Rights issues are understood and considered when delivering services to customers and clients.		
	Criteria	Key Evidence Against Criteria	
	Human Rights guidance is available for staff and decision makers have		

THEMATIC AREA 4 - Diverse and En	gaged Workforce				
Workforce Diversity					
Developing		Achieving		Excellent	
15.1	Overall Summary	15.2	Overall Summary	15.3	Overall Summary
The organisation understands its local labour market, and has mechanisms in place to monitor its workforce against protected characteristics.		The organisation can demonstrate movement towards greater diversity in its workforce profile compared with previous years, including increasing the levels of previously under-represented groups at all levels of the organisation.		The organisation actively ensures that the profile of its workforce (including the profile of major providers of commissioned services) broadly reflects the community it serves / local labour market.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation is clear about its local labour market.	,, <b>,</b>	Where there is evidence of disproportionality, action is being taken to reverse the trends.	, , , , , , , , , , , , , , , , , , ,	There are appropriate examples of positive action to improve diversity.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
It has begun to identify the steps it needs to take to achieve a diverse workforce. These are reflected in recruitment policies and procedures.		Succession plans and recruitment processes address under- representation.		There is evidence that the workforce profile at all levels broadly matches the local labour market/community profile. This is continually monitored.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The progress of protected groups through the organisational hierarchy is monitored.		Specific and measureable employment targets been set to improve workforce diversity.		There are reasonable explanations for gaps (e.g. the community profile is constantly changing or largely retired population) and what the organisation is doing about it.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Equality mapping data is used as part of the analysis.		Selection panels are trained in Unconscious Bias. This includes senior recruitment panels where Members are involved.		Good use is made of flexible working arrangements and career pathway initiatives to address potential barriers and under representation.	
Criteria	Key Evidence Against Criteria				
Recruitment and selection is monitored at all stages of the process by protected characteristics.					

Developing		Achieving		Excellent	
16.1	Overall Summary	16.2	Overall Summary	16.3	Overall Summary
The organisation's workforce strategies and		The equality objectives contained		Prioritised equality outcomes for the whole	
policies include equality considerations and		within workforce strategies are		workforce are being achieved.	
bjectives.		implemented and monitored.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
All employment policies and procedures comply with equality legislation and employment codes of practice.		The organisation has a basic set of policies and practices to enhance workforce equality and diversity including reasonable adjustments, equal pay, flexible working and family friendly policies.		The organisation has an excellent set of policies and procedures in place which are actively promoted to staff from all protected groups and used by managers to promote equality.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation's workforce strategy identifies		The equality aspects of the		Strategic, innovative and holistic approaches	
equality issues.		organisation's workforce strategy are being implemented and tracked.		have been considered to improve outcomes.	

Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Targets and objectives are based on internal monitoring, staff consultation and the assessment of the local labour market and barriers to employment.		When necessary, changes have been made as a result of equality analysis findings.		Staff are involved in developing and monitoring these policies.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
New/changing employment policies and procedures are assessed for their impact on people with protected characteristics.		Managers apply policies and practices across the authority in a consistent manner for all staff.		Positive and tangible outcomes have been delivered as a result of the implementation of a wide range of policies and practices.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
All employment and training related policies are regularly reviewed.		Staff are engaged positively in employment and service transformation and in developing new roles and ways of working. Trade unions and partners are involved.		The organisation compares well with others.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The council is using its workforce data to develop training and development strategies that can support a wider equalities agenda for employees.		The training and development offer supports a wider equalities agenda for the organisation.		Outcomes are communicated to staff with protected characteristics.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
A range of inclusive structures are in place to engage and involve staff.		Training courses and development interventions are meeting the needs of different groups, and are making a difference in getting underrepresented groups of staff up the leadership ladder.		The organisation has high satisfaction levels across all staff groups in respect of staff engagement.	
				Criteria	Key Evidence Against Criteria
				Training and development strategies are proven to be making a significant difference to the wider equality agenda for employees and for workforce diversity.	

Developing		Achieving		Excellent	
17.1	Overall Summary	17.2	Overall Summary	17.3	Overall Summary
Systems are in place to collect and analyse		The organisation regularly monitors,		The authority has a robust and	
employment data across a range of practices		analyses and publishes employment		comprehensive set of employment data and	
recruitment, training, leavers, grievance and		data in accordance with its statutory		uses this to inform its workforce strategy and	
disciplinaries etc).		duties.		management practice.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation reports annually on its Gender		Data on applicants, people		Workforce data includes a wide range of	
Pay Gap.		shortlisted and the composition of		information and protected characteristic	
		the workforce is systematically		profiles including pay levels, training	
		collected. This can be disaggregated		opportunities, appraisal ratings.	
		by the protected characteristics.			
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
People are encouraged to provide data and there		The organisation's Gender Pay Gap		The organisation considers pay gaps across	
are initiatives in place to increase the disclosure		is reducing and it is addressing any		other areas of inequality such as religion and	
of equality information by staff.		race pay gap.		belief/ race- ethnicity/ age, disability etc.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Diversity monitoring information is separated		There is evidence that workforce	, , , , , , , , , , , , , , , , , , ,	The organisation understand the effects of	, , , , , , , , , , , , , , , , , , ,
from recruitment decisions and held securely.		data is analysed and reported to		employment policy and practice on its	
,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,		senior leaders regularly.		workforce.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
GDPR processes are in place and regulations		Workforce information is published		The organisation has sufficient information	
are being met.		to cover basic legal requirements		about staff to inform robust equality analysis.	
		and includes analysis of pay/job			
		evaluation outcomes.			
		Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria

	There is evidence that the organisation is actively working on reducing its Gender Pay Gap.		The workforce profile is updated regularly.	
	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
	Action has been taken as a result of monitoring, trends are being identified and used to help establish objectives.		Data is looked at organisationally and service by service.	
			Criteria	Key Evidence Against Criteria
			It is possible to analyse data by all the protected characteristics.	

Learning and Development					
Developing		Achieving		Excellent	
18.1	Overall Summary	18.2	Overall Summary	18.3	Overall Summary
The organisation carries out regular assessments of the training and learning and development needs required to ensure its councillors and officers are equipped to understand their equality duties and take action to deliver equality outcomes.		The organisation provides a range of accessible learning and development opportunities to support councillors and officers in achieving equality objectives and outcomes.		Decision makers understand the importance of equality when making decisions and in how they use resources. Services are provided by knowledgeable and well-trained staff who are equipped to meet the diverse needs of local communities.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
An assessment has been made as to what equality-related training, learning or development is required.		Equality and diversity forms part of the training and development for key decision makers.		Managers and staff are accountable for ensuring equality outcomes. They can give examples of improved equality outcomes they have contributed to.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Appropriate behavioural competencies have been identified for the workforce.		There is evidence that equality issues are mainstreamed into all training (e.g. training on customer care.		Good performance is recognised in the appraisal process and more generally.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Induction training for new Members includes equality and all Members are offered Equality training.		Different methods are used to promote learning to a wide audience (e.g. standard courses, coaching, mentoring).		Staff feel their skills have improved and that they are able to relate effectively with a range of clients.	
	Key Evidence Against Criteria		Key Evidence Against Criteria		Key Evidence Against Criteria
Appraisal processes ensure staff and managers are aware of their equality-related responsibilities and accountabilities.		Management and individual appraisals include specific equality objectives for the service area.		Staff can answer questions about the council's equality priorities.	
				Criteria	Key Evidence Against Criteria
				Feedback from service users in protected groups is positive about the skills of staff in dealing with their issues.	-

Health and Wellbeing					
Developing	veloping Achieving Excellent				
19.1	Overall Summary	19.2	Overall Summary	19.3	Overall Summary
The organisation has begun to consider how it can address the key employee health and wellbeing issues.		The organisation promotes the health and well-being of staff in its workforce and other policies.		There is a positive health and wellbeing culture throughout all levels and areas of the service.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation uses workforce data and other information from staff to determine what its health and wellbeing priorities are.		There is a coherent Health and Wellbeing Strategy that addresses a range of related issues.		Approaches to health and wellbeing are innovative.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation has assessed all aspects of the working environment to ensure that the needs of all its employees are met.		Improvements have been made to the working environment.		.The organisation has adopted the Social model of disability	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria

A range of inclusive mechanisms are in place to engage and involve staff.		Staff are engaged positively in employment and service transformation and in developing new roles and ways of working.		There have been significant outcomes in the health and wellbeing of all staff including those with protected characteristics.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Policies and systems are in place to identify, prevent and deal effectively with harassment and bullying at work.		Reasonable Adjustments are provided in a timely fashion consistently across the organisation.		There are high satisfaction levels with the working environment across all staff groups particularly those with protected characteristics.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
The organisation has a policy for Reasonable Adjustments for staff and Members and managers are trained to implement it.		Occupational health works closely with HR to identify and address absence trends.		The organisation has high satisfaction levels across all staff groups in respect of staff engagement.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria
Occupational health services are provided.		Managers have received training on mental health awareness and say they are equipped to address staff issues.		Harassment and bullying at work is dealt with effectively and staff say that they are treated with dignity and respect.	
Criteria	Key Evidence Against Criteria	Criteria	Key Evidence Against Criteria		
The organisation has started to address mental health issues in the workplace		Harassment and bullying incidents are monitored and analysed regularly.			
		Criteria	Key Evidence Against Criteria		
		Appropriate action is taken to address the issues that have been identified.			

Developing			Achieving		Excellent	
20.1	Overall Summa	ary	20.2	Overall Summary	20.3	Overall Summary
The organisation has begun to consider how it can address the key employee race equality, issues, concerns and barriers.			The organisation promotes and practices race equality in its workforce and other policies.		There is a positive and inclusive race equality culture and performance throughout all levels and areas of the service.	
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Ste	ps
Secondments	Are they transparent, fair, advertised, open and merit based?					
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Ste	ps
Recognition, pay and reward	Is everyone recognized fairly and consistently? Is there unfairness in pay and performance (eg ratings) and reward (eg recognition payments)? Is there an ethnicity pay gap?					
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Ste	ps
Policies and Best Practice	Is flexible working / work life balance equally offered? are reasonable adjustments consistent and meet individual needs? Are all policies and processes free from discrimination and bias?					
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Ste	ps

Recruitment	Is the process equitable and fair? Are there equal internal progression opportunities? Is there bias in recruitment practices? Do applicant and hiring rates reflect local communities?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Mentoring and Coaching	Is there a culture of mentoring and coaching, accessible and available to all? Are there reverse mentoring opportunities? Can all staff discuss and get development with their line managers? Are there role models?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Progression	Do BAME staff have long length of service, poor progression, unable to showcase / demonstrate ability and are there unequal access to opportunities. Is there recruitment bias in progression? Are internal pipelines understood?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Retention	Is there a poor employee experience and what does it look and sound like? Is there poor behaviours, internally and externally and ways to call these out, tackle and resolve these? Is there high BAME turnover re joiners and leavers? Are we representative at all grades?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Employee Network Groups	Are there effective Network Groups, with clear terms of reference, standard operating procedures, senior sponsors, committees and a clear governance structure and pathways? Do they have an evidenced workplan, a communications plan and act as a constructive and focused forum, providing insight and employee voice to help inform organisational needs.				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Employee Voice and Speaking Out	Are BAME staff able to speak out, report and surface any workplace issues, in relation to behaviours, decisions, pay and reward, abusive customers Will these be taken seriously. Are there unintended consequences for the victim? Is there a culture of under reporting.				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Culture	Are there in-groups, out-groups, favoritism, bias? Is there low confidence, self-esteem for BAME Staff? Is there an inclusive culture and behaviours? Are there excluding behaviours and what are they ?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Performance	Are there disparities in objective setting, performance reviews, workplace allocation and performance ratings for BAME staff? Are there less exceeded target ratings for BAME staff?				

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Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Line Management relationship and practice	Is line management inclusive? Is there consistent wellbeing support, respect, development opportunities and line management? Can you call out poor behaviours to line managers, who will help you to resolve them?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Workplace practices	Are all processes, procedures and practices consistent, of high quality with no adverse impacts on BAME staff. Are BAME staff given unfavourable work allocation, shift patterns, hazardous work?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Employee Relations	Are there any disparities in HR cases brought forward by BAME staff? Are there disparities in outcomes? Are there disparities in BAME employees experiencing disciplinary procedures and disproportionate outcomes / sanctions? Is there a healthy Employee Relations culture between the TUs and organisation on Race Equality? How satisfied are BAME staff with the outcomes of formal / informal complaints and concerns? Are BAME staff confident about speaking up on issues pertaining to race and racism (whether about the workplace, service delivery or societal)?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Development opportunities	Is there consistent and fair opportunities to learning and development opportunities for non- mandatory courses, local opportunities, shadowing, projects, daily tasks? Are development plans supportively discussed and recorded during performance reviews?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Impact Assessments	Is there an effective work practice of timely and meaningful Equality and Health Impact Assessments and do they fully consider, consult and improve outcomes for BAME employees, service users and communities. Are managers skilled in delivering these and leaders skilled in reviewing these? Is the political leadership skilled and adept at understanding EDI implications and mitigation decisions?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Governance	Is there clear Governance structures, EDI sponsors and local leads and measures? How do we actively monitor need, progress and impact? Are we aware of our drivers (internal, external, legal, Public Authority, regulatory, GLA, London Councils). Are all individual responsibilities clearly understood and delivered?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps

Leadership	Is the leadership pro-actively engaged in the EDI Agenda. Is the leadership actively anti-racist. Does the leadership create active leadership listening opportunities? Does the leadership attend Inclusive Leadership development? Do Leaders have EDI performance targets, measures, with leadership development on how to deliver against these? Do cur leadership and managers have the cultural intelligence to manager and support a diverse workforce?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Data and Reporting	Are there dashboards, scorecards, inclusion index, recruitment data, staff survey data, effective reporting, service users data and integrated People Plans? Do these show a clear BAME analysis and narrative? Are these circulated and do managers have the skills to interpret and respond by changing employment practice and service provision? Is the Ethnicity Pay Gap a potential analysis to conduct.				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Frontline Employee Experience	Are there differential and adverse experiences of BAME staff, due to their background? Are these reported and responded to by the organisation? Is the required support provided? Are services designed to protect and safeguard staff?				
Criteria	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
Community Relationships	What is the Council's reputation as an employer of choice? Are there tensions in the community between different groups? Does the Council understand the demographic diversity and needs of different customer, service users and community groups? How does the Council understand this and use this intelligence to design and deliver inclusive and accessible services, safeguarding staff?				
	Criteria Description	Key Evidence Against Developing	Key Evidence Against Achieving	Key Evidence Against Excellent	Summary Against Criteria and Potential Next Steps
	Inclusion (issues not people) – Are issues/concerns pertinent to race proactively included/welcomed from the outset without resistance (and without having to be proposed by BAME staff)? Perceptions (of none BAME staff) – From the perspective of non-BAME staff, how proactive is Havering Council in dealing with issues of race/racism and how well does it deliver on these issues? Perceptions (of BAME staff) – From the				
	perspective of BAME staff, how proactive is Havering Council in dealing with issues of race/racism and how well does it deliver on these issues?				
Attitudes, perceptions, values and beliefs and systemic race inequality	Perceptions (by BAME staff) – From the perspective of BAME staff, how proactive is Havering Council in dealing with issues of race/racism and how well does it deliver on these issues?				
	Attitudes (of non-BAME staff) – To what extent do non-BAME staff, across all grades, understand the impacts of race inequality in Britain, the impact it has on BAME citizens and their role in becoming anti-racist?				

What is the visible leadership, HR and Trade Union's commitment and practices, in tackling issues around race inequality?		
Systemic Racism – How well is racism (local, national and global) recognised and understood, in particular the effect it have on issues / decisions and behaviours within the borough and the council?		