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

Directorate : Adult Services

Nominated Lead : REDACTED

Service Name/s :

How To Guide :

This is an uploaded Teams fileshare, which will automatically update. It is divided into service specific tabs. Please work directly to this database, through the Teams IDEA space.

There are 4 thematic areas to provide evidence for (please note the additional Race Equality Section in Theme 4). Please only fill in the most relevant sections. Starting with the left hand column "Developing" put in :

- specific, service related examples of policies, procedures and practice that have positive impacts and outcomes for diverse groups
- then, identify areas of improvement, challenges and barriers to more inclusive service provision, workplaces and community cohesion
- 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 **.gov.uk** (EDI and Race Relations Consultant) if you 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 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.	ASC collect certain protected characteristic information on clients and carers and record this on LAS. The Service can report on this via Service Packs (i.e. ethnicity, or Autism for example). We record and publish performance information around the numbers of clients with Learning Disabilities or Mental Health conditions that live in their own homes and those that are employed. We are beginning to consider Safeguarding against areas of deprivation. We are able to share information with relevant partners, but there is potential to share more information going forward.	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	Data is collated via the JSNA and other joint initiatives with Public Health and the CCG etc. Information is also available via the Local Account. The Health and Wellbeing Strategy (H&WBB) also has key theme areas to share information Theme 1: Primary prevention to promote and protect the health of the community and reduce health inequalities Theme 2: Working together to identify those at risk and intervene early to improve outcomes and reduce demand on more expensive services later on Theme 3: Provide the right health and social care/advice in the right place at the right time Theme 4: Quality of services and user experience	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.	Within ASC there are recognised source of information available via POPPI and PANSI. In addition we also benchmark certain performance data with neighbouring and comparable Boroughs. We also are able to access information via the MASH from the Police and LAS etc albeit this information has to be requested.	Information is disaggregated and analysed on the basis of different communities, including those sharing protected characteristics.	The service uses data to create a demand model to assess what the future needs for service will be and population data is used to benchmark age profile and disability profiles or client groups. Commissioning review this data when setting up contracts and reviewing provisions.	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?	ASC understands the national and local datasets. Information is also available via Public Health and NELFT partners. Commissioning works closely with providers and voluntary and community sector organisations to deliver services. Reablement Services collate information on behalf of the ASC	Quantitative and qualitative research methods are used to gather data and information.	Research is used to build the demand model for ASC albeit that this does not look at protected characteristics data other than age or disability. The Service access and contribute to the Council Data-warehouse used to gather local information. GAP - There is lots of information about the age and disability profiles of clients; however, more could be done to broaden this to include other protected characteristic areas	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.	ASC share and publish information around key performance areas such as LD and MH in employment and settled accommodation. We also produce a Local Account	National and regional data is used and analysed.	ASC benchmark against all of our statutory indicators both nationally and locally. We also use data to inform the H&WBB and Local Account published by the Office of National Statistics include sex, age, life expectancy, and disability. GAP - could further information be gathered regarding ethnicity or religion etc against life expectancy etc.	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.	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 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 the Community Loctality Team model to align staff to GP areas.	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.	Information on some protected characteristics is available via the JSNA. The JSNA is regularly updated.
Criteria	**Key Evidence Against Criteria**	**Criteria**	**Key Evidence Against Criteria**	**Criteria**	**Key Evidence Against Criteria**
Partners ensure efficient collection of data that avoids duplication.	There remains duplication of information between LBH and Health for example but this is because we utilised separate data systems to store the data.	Data is easily accessed, shared and used by departments across the organisation.	All ASC data is stored on LAS database. We are able to run reports from the system to analyse the data collected. Across the Council we are using the Data Warehouse. Children's and Adults Information is going into the DWH soon.	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	We are compliant with GDPR across the Service and the implications and responsibilities are widely understood	The organisation is working with partners to address identified gaps in information. Data is disaggregated using the same or similar categories.	Sharing agreements are in place for clients to sign so that we can share information with partners. We can have access to partner data and we allow access to ours but this data has to be requested and is not accessible first hand.	The organisation is working with partners to ensure that changing needs are identified and met.	Work is underway via the H&WBB to promote and protect the health of the community and reduce health inequalities. Partners are working together to intervene early to improve outcomes and reduce demand.
		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	ASC do have sharing agreements in place when gathering client information.		
		Criteria	**Key Evidence Against Criteria**		
		Information is being captured about health inequality.	The JSNA captures deprivation information and considers ethnicity linked to health outcomes more broadly. We work with Public Health to consider Health Inequalities and focus on these areas via the H&WBB.		

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 data/intelligence about communities, their needs and aspirations.	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 for the JSNA.	Information and data is disaggregated and analysed to support the assessment of local need, impacts of changes to services and priorities.	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 consideration of local need.	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 Warehouse is being developed and ASC will 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	**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	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	Achievement of outcomes are measured and there is evidence of gaps being narrowed.	We consistently review information against KPIs 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.	This is available to some extent via the JSNA and reviewed via the H&WBB	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.	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		**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.	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 of the LD community to gain feedback into the Services available. There is also a Prevention and Community Engagement Working Group as a subgroup of the Havering Safeguarding Board. There is also a Care Provider Forum.	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.	When changing services via Commissioning there is engagement with effected clients.	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	There are a user forums in place across ASC and Commissioning as mentioned above.	A range of engagement methodologies are used.		Vulnerable people/ communities are participating including the hardest to reach in the community.	We engage with individuals with learning disabilities via the LD forum.
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.'	We engage with individuals with learning disabilities via the LD forum.	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 prior		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 monitoring community tensions.	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 such as homelessness and ASB is discussed but largely on a client by client level	Harassment and hate crimes are monitored and analysed regularly	There is an internal reporting system is staff experience this via Accident and Incident reporting to H&S. This is then reviewed at Local H&S Performance meetings	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	ASC gets regular feedback from Councillors in the form of Councillor enquires about at risk clients etc	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	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
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.	EQHIA are completed for all policies and decisions at the beginning of the process, but there is more room for follow up of this and these are often unchallenged/reviewed. For all exec decision consideration is given the equality impacts of the decision for consideration	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.	ASC follow the Corporate Equality and Diversity Team guidance on EQHIAs.The template includes an EQHIA checklist to identify whether or not a full EQHIA is required.	There is senior level commitment to using and understanding equality analysis/ impact assessment to inform planning and decision making.	It is a Council requirement to complete an EQHIA on each decision or new policy. A review has been carried out in ASC to ensure our key policies have impact assessments	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.	Equality and Diversity Team are available to provide training on EQHIAs. Fusion online course.	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.	There is an Equalities Impact Section in each decision reported to members that is considered as part of the paper presented	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.	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 outside of this to ensure they are robust and they are not challenged.	Decisions around budget cuts and savings have taken account of cumulative impact.	This is linked to the budget setting and Medium Term Financial Strategy process		
		Criteria	**Key Evidence Against Criteria**		
		The findings, recommendations and conclusions are shared effectively to inform decisions and planning.	If a decision transpired to disproportionately negatively impact on one group of individuals the decision would be considered to establish if this could be avoided or mitigated.		
		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.	LBH still experiences challenges with staff updating their E&D information so in many cases we are not able to report fully on staff diversity internally or externally. The ICARE values are widely shared across the organisation and form a part of the 1-2-1 and performance process	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.	The ICARE values are shared widely across the organisation and are linked in Fusion to the 1-2-1 process and appraisal process	Actions to achieve priority outcomes are reviewed and regularly updated.	Staff are supervised against the ICARE values
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.	Managers have a responsibility to challenge behaviours that do not align with the ICARE values and standards
		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 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		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.	The call in process has led to new considerations being made in relation to decisions
				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.	The Council procurement process is compliant and does take account of equality considerations. The commissioning process focuses on the client group needs and gaps in service and impact analysis are carried out for key service changes.	Mechanisms are in place to ensure that equality standards are embedded throughout the procurement cycle.	As part of the legal procurement process equality information must be considered during the tender process and inform decision making around award.	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.	Ensuring vfm and appropriate use of resources is a consideration of the social care resource allocation panels. This is also a focus of the Better Living programme where staff work with clients to establish what community resources they can access as opposed to 'traditional' services. Commissioning monitor contracts to ensure service delivery is appropriate and contracts standards are met i.e. reablement and homecare	There is evidence that contracts are being monitored using quantitative and qualitative analysis. The results are considered by both the supplier and client.	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 plans are implemented to ensure homes met standards. If standards are not met suspensions will be placed on homes for example
Criteria	**Key Evidence Against Criteria**	**Criteria**		**Criteria**	**Key Evidence Against Criteria**
There are standard equality clauses for contracts.	I understand that contracts are compliance with Equality Act and procurement and legal support to review this as required.	Specifications take account of the different needs of users, for example through equality analysis/ impact assessments.	Commissioning carry out impact analysis and EQHIA when redesigning services	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.	Yes as standard across ASC when services are redesigned or contracts are awarded i.e. framework homecare providers must sign up to use CM2000 monitoring system so that the council 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 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	Anecdotally it is considered that it is. The rates that are paid to homecare providers have been among some of the best in the area and homecare providers employ individuals from the local area. In addition the number of Personal Assistants available has created jobs for the local area also.

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.	Service planning takes account of the 'Golden Threads' of the Council such as ICARE values. There has always been a 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.		The needs of protected groups are taken account of.	As part of the decision making process and procurement and service redesign process, but more can be done to extend this	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.	All policies have EQHIAs attached and consider the impacts of protected groups. As part of the commissioning process gaps in service provision are being addressed.	Service users have opportunities to comment on how services are planned.	Service users are able to feedback as part of BAU reablement contract to inform future service improvements. Service users 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**	**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 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 are carried out for feedback annually across the service. Reablement clients are able to feedback on the Service received to inform future planning. Safeguarding feedback forms are used at the end of investigations to inform success on achieving outcomes and the 'understandably' of the process	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.	ASC assess service users as individuals and broker subsequent placements that meet the needs of individuals, so for example we consider religious beliefs when commissioning a spot placement for an individual with specific requirements such as preparation of halal meals or Jewish focused Day Care provision. However takes account only of individual needs and not needs of 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.	The reablement service collates feedback from clients and this can be used to continuously 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 to be consulted about service development and delivery.	There is an LD Forum and a Carers Forum but consultation could be improved across the service and commissioning	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.	Commissioned Services Here to Help - home settle and support service. Focus on the Social Value of keeping people out of hospital using local volunteers	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.	We monitor the ASC feedback survey year on year
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.	ASC is very clear who service users ae in accordance with the Care Act 2014 including self funders and individuals seeking information and advice	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 is collected via the survey, but not broken down by equality groups at this time	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**		
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 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 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.	Whilst some data available corporately via Fusion it is acknowledged that it is not complete. A Workforce Strategy document is in place across ASC. The Service has conducted Social Care Campaigns in recent years to attract workers.	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.	ASC employs a number of Supported Employees to support people with significant disabilities to secure and retain paid employment
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.	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 staff to include this information. More work could be done to reassure staff why this information is useful and what it will be used for	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.	Unconscious Bias training has been available but is not taken up by all recruiting managers	Good use is made of flexible working arrangements and career pathway initiatives to address potential barriers and under representation.	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.					

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.	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 considers minimal Workforce Demographics. This is being considered in the next revision by the Principal Social Worker.	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.	These are in place and available to all staff	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.	ASC Policies- a centralised system is used to monitor, record and update the status of such documents. In addition, ASC follow relevant Corporate employment and training policies.	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.	ASC and The Havering Social Care Training Academy complete the ASC Workforce Data Set replaced the National Minimum Data Set for Social Care. Training needs analysis is carried out.to demonstrate what training is required.	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.	Director Briefings, HoS Team Meetings, Team Meetings, Online Tea Breaks, Drop-In Sessions, Bi Monthly Newsletters	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 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.		The authority has a robust and comprehensive set of employment data and uses this to inform its workforce strategy and 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**
People are encouraged to provide data and there are initiatives in place to increase the disclosure of equality information by staff.	Locally in ASC we encourage staff to complete this information however some staff are reticent to do so	The organisation's Gender Pay Gap is reducing and it is addressing any race pay gap.	Gender Pay Gap is stable because of the number of female 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**
Diversity monitoring information is separated 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.	Yes data around agency works, vacancies, starters and leaver, sickness and absence management is regularly available and reported on	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.	No

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.	Managers are required to ensure staff attend mandatory Equality & Diversity Training, and Unconscious Bias Training (currently optional). GAP - the HSCA want to develop this across social care training and learning.	The organisation provides a range of accessible learning and development opportunities to support councillors and officers in achieving equality objectives and outcomes.	Mandatory Equality & Diversity Training. Unconscious Bias Training. There are also training opportunities such as Cultural Competency in Carers Assessments training for social care staff	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.	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**
Induction training for new Members includes equality and all Members are offered Equality training.	Induction includes mandatory Equality and Diversity 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.	ICARE values but not specifically down to 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.	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.	

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.	During COVID this area has been addressed and improved with a variety of resources being made available and widely publicised. REDACTED and team have been very available in advertising the offer	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.	Within ASC health and wellbeing is regularly discussed and talked about and the variety of resources available are regularly shared in briefing and newsletter.

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.	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 innovative.	For staff especially during COVID with a wide range of resource to support staff at home
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.	Individual Risk Assessments, Workplace Assessments, DSE Assessments, OH Referrals, Stress at Work Assessments.	Improvements have been made to the working environment.	Remote working has drastically changed the working environment during COVID and the Council is currently planning to review all working environments. At home DSE assessments and occupational health assessments are available to support staff with their 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.	Team Meetings, ASC Briefings, CEO Briefings, 1-2-1s, Global News, ASC Newsletters, webpages, webinars, Zoom meetings for meditation, online exercise courses	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.	Grievance Policy, systemic mediation. HR support to managers dealing with issues or staff experiencing harassment or bullying. Trade Union support available to TU members to provide advice and guidance and support	Reasonable Adjustments are provided in a timely fashion consistently across the organisation.	On an individual basis reasonable adjustments are made for staff.	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.	Policy in place, not sure managers are trained to implement it. But HR advice available for complex issues	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.	Yes and regularly used by the service to support staff	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	Trained Mental Health First Aid Advisors, EAP Telephone Counselling, Stress at Work Assessments, OH Referral Service. Mediation and breathing space time set.	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.	This has recently begun more in earnest with the Chief Executive and Leader taking active steps to engage with staff and forums		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?	All secondments are advertised via Fusion following the policy and HR ensure the system is updated at every stage i.e. advertising, shortlisting matrix, interview notes etc. But there are no reviews or spot checks to establish if practice have been merit based or fair			Would be beneficial to see service recruitment measured against protected characteristics. Anecdotally, there appears to be less BAME or disabled individuals (for example) at more senior levels? Are staff from protected groups not applying for these 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**
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?	System in ASC for ASYE to fully qualified social workers with career grade progression linked to performance and achievement. Principal Social Worker monitors performance against AYSE social workers progressing. All other staff on LBH Terms and Conditions and HR policies around Pay Progression.			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 characteristics. Would also be useful to have this type of information for dismissals and 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**
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?	Social Care front line staff do not have access to flexi 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**
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?	Hiring rates of BAME individuals in ASC would likely be higher that the general Havering population, but this is bases on the representation of applicants as opposed to targeted efforts. But around other protected characteristic would likely not reflect local communities.			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 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**
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?	Mentoring can be made available to staff via the 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**
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?				Information is not readily available presented or analysed, so this cannot be understood. 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.
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?				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 training. Anti racism training may be useful.
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 work plan, a communications plan and act as a constructive and focused forum, providing insight and employee voice to help inform organisational needs.	Forums has only relatively recently been revitalised.			
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.	In terms of abusive customers ASC and the Council have made clear a zero tolerance policy on abuse, but it is not fully understood why so few incidents are formally reported via AIR forms to H&S despite management best efforts to increase reporting.			It is not yet understood if BAME staff do feel able and 'safe' to speak out. Some of this may be gleaned from the response to the Wellbeing Survey. Outcomes of actions taken against abusive customers is not advertised what happens with repeated offending customers. Maybe case studies of how LBH have dealt with abusive individuals would encourage staff further.
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 ?				This question would need to be raised to individuals via an anonymous survey.
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?	Not monitored within ASC widely. However ad hoc 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?
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?	Across ASC there is a good understanding of the wellbeing support available to staff particularly during COVID. There is informal evidence that staff are able to address unsatisfactory behaviours and relationships as a number of mediation opportunity have occurred across the Service in recent years. Trade Unions and HR can support individuals			
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?	There is no evidence through team performance packs (reporting ceased during COVID) or when reviewing of team allocations that there are any adverse impacts on BAME staff. However this is not monitored in a focused way i.e. we do not record if a staff member is BAME. This relies on local knowledge. There is no evidence that BAME staff are undertaking more hazardous work. The use of Individual Risk Assessments during COVID potentially has meant that BAME staff may be more protected against potentially risky front line work due to the disproportionate COVID outcomes for BAME. This is anecdotal and not quantified that this stage.			
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)?				Should LBH develop *equality champions* across all services in LBH similar to mental health first aiders. Could training such as anti racism be provided to these individuals so that they are in a strong position to support staff who experience racism or abuse etc or even if they want to discuss feelings of 'in groups' etc. Could be a referral/advocate/advice service for staff who experience issues such as racism or other prejudiced behaviours to go to in confidence for advice? In a similar way to how staff can approach EAP.
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?	Training is available to permanent staff based on job type. Protected characteristics are not measured as an uptake/feedback area by the Havering Social Care Academy, but there is not evidence to suggested that 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**
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?	Key policies now have EQHIA, we do have Managers in the service that are more experienced at completing these and support other managers across the service, but there is room for improvement especially around review and understanding impacts			
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?	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 the has never been overly successful. Through 1-2-1 manager would understand the issues staff and client issues and can protect staff by changing allocations, raising hazards on the database and completing AIR forms			
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)?				
	perspective of non-BAME staff, how proactive is				GAP - These areas are difficult to report on unless targeted. There should be an
	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?				GAP - These areas are difficult to report on unless targeted. There should be an anonymised survey.
	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?				GAP - These areas are difficult to report on unless targeted. There should be an anonymised survey.
	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?	Anecdotally, nationally it is widely suggested that race inequality in Britain is poorly understood by a large proportion of non BAME individuals. The impact of overt racism is likely better recognised albeit the impact still poorly understood. Many non BAME individuals do not understand their role in being anti racist. Nor would the differences between being non-racist and anti-racist be understood by many.			GAP - LBH could strive do more to highlight the differences being non-racist and then anti-racist and how staff and managers can contribute to an anti racist environment
	What is the visible leadership, HR and Trade Union`s commitment and practices, in tackling issues around race inequality?	This has not specifically been addressed so visibly until more recently with a joint communications from the Chief Exec and Leader.			
Attitudes, perceptions, values and beliefs and systemic 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?	Systemic racism is very poorly understood by many (this is evidenced nationally). LBH could always seek to do more to demonstrate that it is seeking to learn about and fully understand systemic racism and that it is striving to be an anti racist organisation.			GAP - LBH could strive to fully understand systemic racism and the implications and impacts of this, whilst simultaneously seeking to dismantle any systemic racism within LBH. Examples could be shared relevant to areas i.e. within training, social worker are *taught* not to be oppressive or racist; however, nationally there is still a disproportionate number of BAME individuals subject to MH assessments?

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 service specific tabs. Please work directly to this database, through the Teams IDEA space.

There are 4 thematic areas to provide evidence for (please note the additional Race Equality Section in Theme 4). Please only fill in the most relevant sections. Starting with the left hand column "Developing" put in :

- specific, service related examples of policies, procedures and practice that have positive impacts and outcomes for diverse groups
- then, identify areas of improvement, challenges and barriers to more inclusive service provision, workplaces and community cohesion
- 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.gov.uk** (EDI and Race Relations Consultant) if you 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 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 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 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.	
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 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 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.		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.	

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	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.		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					
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 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 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 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.			

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 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. 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?				
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 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 : NEIGHBOURHOODS	Service Name /s : Planning
Nominated Lead : **REDACTED**	

How To Guide :

This is an uploaded Teams fileshare, which will automatically update. It is divided into service specific tabs. Please work directly to this database, through the Teams IDEA space.

There are 4 thematic areas to provide evidence for (please note the additional Race Equality Section in Theme 4). Please only fill in the most relevant sections. Starting with the left hand column "Developing" put in :

- specific, service related examples of policies, procedures and practice that have positive impacts and outcomes for diverse groups
- then, identify areas of improvement, challenges and barriers to more inclusive service provision, workplaces and community cohesion
- 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.gov.uk** (EDI and Race Relations Consultant) if you need assistance and support.

THEMATIC AREA 1 -

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.	The service has regularly conducted EQIAs in regard to the development and application of local plan policies. The information is held electronically and published online. The information and data gathered should inform strategic and spatially policy and service offers. Less information about the impacts of the Building Control and Land Charges services for protected charateristics is held.	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	The information gathered is considered relevant and appropriate in regard to the protected characteristics. The information is shared through publication across the organisation and with partners; however, the approach is by its nature passive.	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 information is comprehensive and regularly updated particularly in assocation with the regulatory requirements for plan making and community engagement. Whilst the information captured is comprehensive and relevant, it is less clear how the gathered information used to shape spatial policy and service offers.
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.	Yes, the service sets out the sources of the information in EQIAs, which rely on the data and information held corporately as the evidence base.	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					
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.	

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.	This goes to the very nature of planning consultation 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 involved in largely regulatory functions, such as building control.	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.	The Statement of Community Involvement (SCI) sets out how engagement across the various strands of the service is carried out.	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	Yes, please refer to the details within the SCI	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.'	Yes, there are opportunities for protected groups to engage at all levels through consultation in various formats.	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.	Please see the amended SCI Aug 2020 (supported by an accompanying EQIA) in response to the Covid-19 pandemic.	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					
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					
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	Ongoing; however, there does not appear to be any recognition in the EQIAs that working practices could be affected or what, if any, changes to working arrangements should be considered. There is a rather broad brush assumption the benefits of regeneration and spatial planning are universal and do not benefit (or disbenefit) communities differently.	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.	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.	Generally, there is a suite of corporate and partnership 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 regard is taken, such regard may remain unchallenged or generally accepted without evidence that the impacts/ outcomes are fully considered.	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					
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.	Annual monitoring reports are produced and published but do not address the specific objectives on a protected groups basis.	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.	Yes	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.	No, not within the Planning Service.	The Overview and Scrutiny function is used to scrutinise and challenge equality analysis / impact assessment objective setting and monitoring.	Yes	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					
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 the local economy; however, the nature of these services usually requires a wider search.	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.	unsure.	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 improved to demonstrate delivery but at present outcomes 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.			
		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.	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**
The organisation is able to analyse and measure whether all sections of the community are able to access services.	Accommodation for the differing needs of various sectors to contact and access services using traditional methods, eg post and telephone, as well as online forms and email contact.	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 customer satisfaction in isolation.
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 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.	Yes, the service has a good understanding of the labour market having particualr regard to the professional and technical expertise needed.	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 service would find it challenging to demonstrate movement towards greater diversity without first collecting past workforce profile data, which may be held by business partners, eg human resources.	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.	The service actively seeks to ensure that the workforcce profile reflects the community served. The service carries out its commissioning and procurement in line with corporate objectives.
Criteria	**Key Evidence Against Criteria**	**Criteria**	**Key Evidence Against Criteria**	**Criteria**	**Key Evidence Against Criteria**
The organisation is clear about its local labour market.	The service has a clear understanding and makes use of apprenticeships programmes and day release to support staff and new recruits to gain required and desirable skills and knowledge.	Where there is evidence of disproportionality, action is being taken to reverse the trends.	The service has not collected evidence of disporportionality in regard to its workforce.	There are appropriate examples of positive action to improve diversity.	Yes. These include having diverse shortlisting and interview panels, mentoring and use of apprenticeship and paid work experience programmes.
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.	In a broad sense, the service has identified and undertaken steps to achieve a diverse workforce, which are imbedded in its recruitment practices.	Succession plans and recruitment processes address under-representation.	It is unclear that succession planning has taken under-representation into account.	There is evidence that the workforce profile at all levels broadly matches the local labour market/community profile. This is continually monitored.	The workforce profile has not been identified. As such, no monitoring has taken place.
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.	Progression of protected groups is not specifically monitored.	Specific and measureable employment targets been set to improve workforce diversity.	No specific targets have been set.	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.	In the absence of a current workforce profile, the evidence is anedotal. However, there is a reasonable amount of diversity found through all staff levels within the service.
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.	The service encourages and supports flexiibe working arrangemetns and career pathway initiatives (building control apprentices; careers grades for staff) to assist in the removal of potential barriers.
Criteria	**Key Evidence Against Criteria**				
Recruitment and selection is monitored at all stages of the process by protected characteristics.	This information is captured throughout the process; however, monitoring by the service may be occuring infrequently on an informal basis.				

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**
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**
		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.			

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 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. 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?				
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 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 : Neighbourhoods	Service Name /s : Registration & Bereavement Services
Nominated Lead : REDACTED	

How To Guide :

This is an uploaded Teams fileshare, which will automatically update. It is divided into service specific tabs. Please work directly to this database, through the Teams IDEA space.

There are 4 thematic areas to provide evidence for (please note the additional Race Equality Section in Theme 4). Please only fill in the most relevant sections. Starting with the left hand column "Developing" put in :

- specific, service related examples of policies, procedures and practice that have positive impacts and outcomes for diverse groups
- then, identify areas of improvement, challenges and barriers to more inclusive service provision, workplaces and community cohesion
- 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.gov.uk** (EDI and Race Relations Consultant) if you 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 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 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 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.	
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 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 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.		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.	

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**	**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.		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.	Essential statutory services are available for all diverse communities - we ensure that access to registration services meets peoples needs, whether that is in the physical location by offering a variety of outstations (pre Covid times) and, for example, an out of hours service for emergency faith burial. Within our Cemeteries we have a dedicated muslim section and accommodate requests for burial and cremation from a wide diverse 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.	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**	**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.	Access to and appropriateness of services are regularly monitored by the HOS and senior managers and management team meetings. We make adjustments and improvements to services where we think it is 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**	**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.	This is something that is embedded in service culture 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 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.	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.	
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.	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 burial product in response to feedback he had recieved from families which proved to be extremely popular.	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.	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 difficult and sensitive environment.		
		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**
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.	
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 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 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.			

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 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. 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?				
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 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 service specific tabs. Please work directly to this database, through the Teams IDEA space.

There are 4 thematic areas to provide evidence for (please note the additional Race Equality Section in Theme 4). Please only fill in the most relevant sections. Starting with the left hand column "Developing" put in :

- specific, service related examples of policies, procedures and practice that have positive impacts and outcomes for diverse groups
- then, identify areas of improvement, challenges and barriers to more inclusive service provision, workplaces and community cohesion
- 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 **REDACTION @havering.gov.uk** (EDI and Race Relations Consultant) if you 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 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 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 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.	
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 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 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.		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.	

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**	**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.		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					
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 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 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 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.			

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 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. 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?				
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 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 : oneSource	Service Name /s : Legal Services
Nominated Lead : **REDACTED**	

How To Guide :

This is an uploaded Teams fileshare, which will automatically update. It is divided into service specific tabs. Please work directly to this database, through the Teams IDEA space.

There are 4 thematic areas to provide evidence for (please note the additional Race Equality Section in Theme 4). Please only fill in the most relevant sections. Starting with the left hand column "Developing" put in :

- specific, service related examples of policies, procedures and practice that have positive impacts and outcomes for diverse groups
- then, identify areas of improvement, challenges and barriers to more inclusive service provision, workplaces and community cohesion
- 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.gov.uk (EDI and Race Relations Consultant) if you 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 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.	Available corporately	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 strategic framework exists to ensure that data protection issues generally are managed and addressed lawfully	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**
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.	

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.	

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.	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 .	Equality analysis/ impact assessment is integrated systematically into planning and decision making across the organisation.	Legal Services can only comment on the planning and decision making which occurs in formal decisions requiring Reports, however, in all those cases equality issues are addressed.	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.	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**	**Key Evidence Against 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**
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 lives.	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.
Criteria	**Key Evidence Against Criteria**	**Criteria**	**Key Evidence Against Criteria**		
There is a process for ensuring that equality impact assessments are sufficiently robust.	Legal Services review these at the Report stage to ensure they are robust.	Decisions around budget cuts and savings have taken account of cumulative impact.	The standard template does not oblige the author to consider cumulative impact.		
		Criteria	**Key Evidence Against Criteria**		
		The findings, recommendations and conclusions are shared effectively to inform decisions and planning.	Equality analyses are appended to decision making reports to ensure they are considered by decision makers.		
		Criteria	**Key Evidence Against Criteria**		
		Mitigating actions are identified where appropriate.	Equality analyses will include any mitigating action necessary if any adverse impacts are identified.		

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.	I have not seen the information the Council may have published in this 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.	
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.	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 section on the impact of the proposed decision on the Council's equalities duty which are completed as appropriate.	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 section on the impact of the proposed decision on the Council's equalities duty which are completed as appropriate.	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.	
		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.	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 an appropriate and accountable leadership group/ board/ forum who have responsibility for the equality agenda.	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.	

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.	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.	
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.		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	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	**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.	The Department adheres to the Equality in Employment and Equality in Service Provision policies. However, there are no specific equality outcomes integrated into the service plan	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.	Not as far as I am aware	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.	Not as far as I am aware	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.	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 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 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.	

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.	Yes. These can be found on the internet.	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.	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 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 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. 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)?				

Attitudes, perceptions, values and beliefs and systemic race inequality	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 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 :

This is an uploaded Teams fileshare, which will automatically update. It is divided into service specific tabs. Please work directly to this database, through the Teams IDEA space.

There are 4 thematic areas to provide evidence for (please note the additional Race Equality Section in Theme 4). Please only fill in the most relevant sections. Starting with the left hand column "Developing" put in :

- specific, service related examples of policies, procedures and practice that have positive impacts and outcomes for diverse groups
- then, identify areas of improvement, challenges and barriers to more inclusive service provision, workplaces and community cohesion
- 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.gov.uk** (EDI and Race Relations Consultant) if you 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 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 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 data/intelligence about communities, their needs and aspirations.	There as been extenvise work that is been put in place regarding digital inclusion.	Information and data is disaggregated and analysed to support the assessment of local need, impacts of changes to services and priorities.	Digital inclusion within the local council, for instance within Newham and its diverse groups of costituents that speaks various langusges, there is web base transalation using Google translate to make it more accessible for those whose first language is not english.	Up to date and comprehensive equality data is used regularly to plan and assess impacts of decisions.	There is ongoing work to gather and analyse data from Service Desk for example to improve equlaity amongst colleagues and providing the best service to the public who uses the service that is provided/
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	Yes, there is eveidence of this within my team, as my collesgue who is trhe Head of ICT Governance does alot of worl relating to FOI's and is compliant with GDPR and Data Warehouse.	Data is continuously gathered and analysed.	Yes, there is by the Head of Governace who is located in my team, different projects are analysed relating to Data and we incorporate assistance from various departments i.e. Children's Issue within IT as an example.	Achievement of outcomes are measured and there is evidence of gaps being narrowed.	Yes, we have check boxes to evidence that work is completed in that area.
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**	**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 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	Yes, at our Leadership Team Session we recently had a session on racism, ineuqlaity, diversity & inclusion. The premise of the meeting was to get senior colleagues to speak freely about racism and inequality in the work place and they view it and what solution we can come with.	Senior leaders can demonstrate their commitment to equality in decision making and how this informs the way the organisation responds to challenges	SLT and CMT meetings are used as a platform to discuss this at the most senior levels.	The organisation is able to show that even when making difficult decisions it continues to demonstrate a clearly articulated and meaningful commitment to equality.	Yes, we recently appointed a new CIO for Onesources by incorpoarting a blind recruitment process, so we attract talent from different genders, races and cultural background. This process enabled us to use neutral language for the JD, so it doesn't exclude certain groups from applying for the post.
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'	This needs more work and senior leaders are aware of this. Inequality is still prevelant, wheter it be favouritsm, colleagues who are not given opportunities to move up the career laddr, secondment, apprenticeships.	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.	For Newham this diversity is reflected in colleagues that are employed by the council. Newham is very diverces and it's workforce also reflects that. For instance we have a diverse pool of colleagues on Service Desk that will assit the wider community, whether it be language or cultural references.
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 Equlaity 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.			

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.			

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					
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**	**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.		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					
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 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 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 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.			

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.	Yes, we have regular 1:1 with our line mangers. We are currently implementing a Buddy Scheme which another colleague are leading on. This is to give new starters and existing staff to have a save space to talk freely on issues that affects them; whether it be race relations, inequality in the work place etc.		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. 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?				
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 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 service specific tabs. Please work directly to this database, through the Teams IDEA space.

There are 4 thematic areas to provide evidence for (please note the additional Race Equality Section in Theme 4). Please only fill in the most relevant sections. Starting with the left hand column "Developing" put in :

- specific, service related examples of policies, procedures and practice that have positive impacts and outcomes for diverse groups
- then, identify areas of improvement, challenges and barriers to more inclusive service provision, workplaces and community cohesion
- 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.gov.uk** (EDI and Race Relations Consultant) if you 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 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 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 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.	
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 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 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.		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.	

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**	**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.		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

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 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 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 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.			

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 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. 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?				
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 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 service specific tabs. Please work directly to this database, through the Teams IDEA space.

There are 4 thematic areas to provide evidence for (please note the additional Race Equality Section in Theme 4). Please only fill in the most relevant sections. Starting with the left hand column "Developing" put in :

- specific, service related examples of policies, procedures and practice that have positive impacts and outcomes for diverse groups

- then, identify areas of improvement, challenges and barriers to more inclusive service provision, workplaces and community cohesion

- 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.gov.uk (EDI and Race Relations Consultant) if you 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 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 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 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.	
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 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 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.		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.	

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**	**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.		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					
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.	**Currently HR does not have mechanisims in place to 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).** **LOCAL MARKET IS ECONOMICALLY ACTIVE RESIDENT DATA - DO YOU HAVE THIS?**	**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.	**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.	
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.	**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.	**Currently we do not routinely monitor or report on the equality profiles of the workforce by different types of roles, pay, grade or tiers within the organisational hierarchy, but we have on occasion undertaken this analysis on an adhoc basis (e.g., for London Councils, or via an FOI request or at request by COO). We do produce quarterly workforce reports which monitor trends (but not for career progression). We recognise this is a gap and with the implementation of Fusion in 2020 we we be identifying a number of reports to monitor this.**	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.	**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.	**Some unconcious bias training has been undertaken (e-learning module). However, we are currently exploring the best approach, based on the most recent evidence. (Unconscious bias**	Good use is made of flexible working arrangements and career pathway initiatives to address potential barriers and under representation.	**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 organisation's workforce strategies and policies include equality considerations and objectives.	**The overarching People Strategy is currently under development.**	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.	**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/human-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 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.	**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	**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.	**Any change to our employment policy 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.**	Managers apply policies and practices across the authority in a consistent manner for all staff.	**Any change to our employment policy 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.**	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.	**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/job roles. 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.	
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.	**This will be considered within the People Strategy currently under development. An Apprenticeship Strategy is in development and will offer and encourage opportunities for all, i.e. as an inclusive employer**	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.	**Yes. Colleague forums, change champions networks, via trade unions, learning sponsors, Let's Talk sessions**	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.	**Check feedback from last wellbeing survey**
				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).	**Yes.**	The organisation regularly monitors, analyses and publishes employment data in accordance with its statutory duties.	**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.**	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.	**Yes. Link: https://www.havering.gov.uk/downloads/file/2782/havering_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 initiatives in place to increase the disclosure of equality information by staff.	**Staff are encouraged to disclose this information regualy 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**
Diversity monitoring information is separated from recruitment decisions and held securely.	**Yes - applicants diversity information is held separately and witheld from the recruitment selection panel.**	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.	
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.	**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/ .**	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.	**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.		Data is looked at organisationally and service by service.	**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**
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.	L&OD have recently published a survey to the EDIC group to help idetntify priorities in relation to equqaities related development opportunities.	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.	**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.	Managers are ultimately responsible for the induction of new employees, There is a range of mandatory e-learning that every new employee must complete, this includes 'Inclusion Essentials'. There is a wide range of inclusion e-learning available, the list and course outlines have been sent. The offer is under review as part of the EDIC questionnaire. Oracle Fusion, which was introduced recently, will allow us to identify what courses have been completed.	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.	The appraisal process is under review.	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 Council has used data (Occupational Health, EAP, Mental Health First Aiders contact and course evaluation) and feedback from initiatives to address key employee health and wellbeing issues. 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-being of staff in its workforce and other policies.	**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/SitePages/Havering-Workplace-Wellbeing.aspx**	There is a positive health and wellbeing culture throughout all levels and areas of the service.	**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 Steering Group with good representation across the Council. We have a network of Health Champions, who complete 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 have a Mental health First Aiders Network who meet on a quarterly basis to feedback any comments or issues. 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 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.	See above.	There is a coherent Health and Wellbeing Strategy that addresses a range of related issues.	**A strategy has been developed and addresses all aspects of wellbeing encompassing our four pillars; Psychological, Physical, Financial and Social Wellbieng.**	Approaches to health and wellbeing are innovative.	**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 cannot make the times. We started a weight management programme, this is managed by a qualifed nutritionist. 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.**
Criteria	**Key Evidence Against Criteria**	**Criteria**	**Key Evidence Against Criteria**	**Criteria**	

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 complete 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.**	Improvements have been made to the working 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 disablity in line with legal requirements including ramps for wheelchair access. Preferable parking is available for staff and vistors who have a disablity.**
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 health and wellbeing of all staff including those with protected characteristics.	**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.	**When employees join Havering they complete a Occupational Health (OH) evaluation. This is assessed by our OH provider and if any Reasonable**	There are high satisfaction levels with the 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.	**The currently OH and EAP contract is 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	**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.			

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 Steps**	

Secondments	Are they transparent, fair, advertised, open and merit based?	**Yes - refer to Secondment Policy.**	**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.**		
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?	**Ethnicity Pay Gay analysis has yet to be undertaken. Analysis of pay and performance from an equalities aspect also 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**
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	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	**?**			
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 1-1/catch-up meeting. See link to template https://intranet.havering.gov.uk/wp-content/uploads/2021/02/121-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 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?	**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 BAME staff?	**Not known - We currently do not have a report in Fusion that would provide is with this information. Performance management reports are currently under development and will include this.**			
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?	**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**			
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?	**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**
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)?	**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 reports.**			
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?	**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, 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.	**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**
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**
Attitudes, perceptions, values and beliefs and systemic race inequality	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 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 : oneSource Strategic Procurement	Service Name /s : Stratgic Procurement Unit
Nominated Lead : **REDACTED**	

How To Guide :

This is an uploaded Teams fileshare, which will automatically update. It is divided into service specific tabs. Please work directly to this database, through the Teams IDEA space.

There are 4 thematic areas to provide evidence for (please note the additional Race Equality Section in Theme 4). Please only fill in the most relevant sections. Starting with the left hand column "Developing" put in :

- specific, service related examples of policies, procedures and practice that have positive impacts and outcomes for diverse groups
- then, identify areas of improvement, challenges and barriers to more inclusive service provision, workplaces and community cohesion
- 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.gov.uk** (EDI and Race Relations Consultant) if you 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 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 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 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.	
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 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 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.		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.	

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**	**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.		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					
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 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 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 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.			

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 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. 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**
Attitudes, perceptions, values and beliefs and systemic race inequality	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 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 service specific tabs. Please work directly to this database, through the Teams IDEA space.

There are 4 thematic areas to provide evidence for (please note the additional Race Equality Section in Theme 4). Please only fill in the most relevant sections. Starting with the left hand column "Developing" put in :

- specific, service related examples of policies, procedures and practice that have positive impacts and outcomes for diverse groups
- then, identify areas of improvement, challenges and barriers to more inclusive service provision, workplaces and community cohesion
- 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.gov.uk (EDI and Race Relations Consultant) if you 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 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.	DWP, ONS and MHCLG which is summary rather than personal data	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.	The services meet stakeholders and partners frequently, have policies and procedures in place 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.	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.	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.	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**
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 EqHIAs 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 raised and fed 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**	

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.	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 policies and procedures.	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 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.	
		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	Council Tax and Benefits Services engage with the Citizens' Advice Bureau, Age Concern, Peabody Trust and several charitable organizations and voluntary groups to ensure residents receive fair service and maintain local equalities priorities in their policies and procedures.	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 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					
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.	When procuring goods and services, the Directorate considers the diverse needs of its clients when preparing invitations to tender and pqqs. 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	

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 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**
Service plans are monitored regularly to ensure that 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**
Equality analysis is fed into planning and 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**
Customer care policies highlight the needs of 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**	**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					
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 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 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 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.			

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 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. 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?				
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 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, Comms, Culture
Nominated Lead : REDACTED	

How To Guide :

This is an uploaded Teams fileshare, which will automatically update. It is divided into service specific tabs. Please work directly to this database, through the Teams IDEA space.

There are 4 thematic areas to provide evidence for (please note the additional Race Equality Section in Theme 4). Please only fill in the most relevant sections. Starting with the left hand column "Developing" put in :

- specific, service related examples of policies, procedures and practice that have positive impacts and outcomes for diverse groups
- then, identify areas of improvement, challenges and barriers to more inclusive service provision, workplaces and community cohesion
- 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.gov.uk** (EDI and Race Relations Consultant) if you 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 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.	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 "generalist" 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 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.	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 ensure 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. Messages were produced in different languages with visible examples of diversity including in images	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	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 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 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 data 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 Council 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**
		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, consulting, participating, 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**	**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.	

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.	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.		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.	Communications team has been asked for "posters" but unclear where that fits 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 parnts	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	Lots of words but evidence lacking i.e. comms team has never had a request to publish internally gender pay gap report or commentary on report	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	Messages disseminated in internal communications including personal leadership from chief executive down. Rapid action on cases identified where colleagues have acted in a racist way. However too piecemeal and dependent on a catalyst rather than "because it is intrinsic to us"	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.	Printed publications have used visible representations of BAME residents and disabled residents in publications. Increasing focus on imagery that is relevant for all of the borough rather than just the settled white community. Remembrance events have been organised to include speeches from multifaith groups	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.	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		

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.	Corporate documents featuring commissioned design include visual representations of members of the community with protected characteristics.	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 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					
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**	**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.		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.	Library services maintain data on library membership and include consideration of different needs as part of strategic aims and objectives. COmmunications team uses facebook insight data to identify under-represented audiences (ie. younger or older residents) and take specific action to produce information to target those groups	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					
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 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 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.		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.	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.	

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.	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**	**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.	In discussion colleagues felt a start had been made in the last year and that the creation of forums and more explicit recognition of D&I issues was a positive step.		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?		**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 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?	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**
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.	**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.**			
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?		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 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?	**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	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?	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, 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?	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.**			
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?	**Staff felt that the response to the George Floyd murder was handled well but action coming from it did not reflect initial words**			
	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 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 service specific tabs. Please work directly to this database, through the Teams IDEA space.

There are 4 thematic areas to provide evidence for (please note the additional Race Equality Section in Theme 4). Please only fill in the most relevant sections. Starting with the left hand column "Developing" put in :

- specific, service related examples of policies, procedures and practice that have positive impacts and outcomes for diverse groups
- then, identify areas of improvement, challenges and barriers to more inclusive service provision, workplaces and community cohesion
- 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.gov.uk** (EDI and Race Relations Consultant) if you 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 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		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 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 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.	
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 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 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.		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.	

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.	Compliance with Equality Act section 149 included in all legal contract documents. Service specification include specific information relating to the needs of the service users. Case studies show examples of understanding needs of service users and targeting services to meet specific needs or gaps.	Mechanisms are in place to ensure that equality standards are embedded throughout the procurement cycle.	Equalities information included legal contract documents and service specifications. Examples of equalities compliance and understanding the needs of different groups can be evidenced in the scoring matrix for commissioning services with a percentage of the score allocated for this purpose (VCS recommissioning example)	The organisation can demonstrate that commissioned/ procured services are helping it achieve its equality priorities.	Case studies show examples of services that use data to target particular groups (at risk groups in the HIV contract – services designed to deliver better outcomes and establish consistency for particular groups in the VCS recommissioning example)
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.	Procurement guidance?	The organisation considers how the public pound is spent in regards to local procurement and influence on the local economy.	Social value included in some contracts. Procurement could develop an example here?	There is evidence that contracts are being monitored using quantitative and qualitative analysis. The results are considered by both the supplier and client.	For commissioned services there are good examples of equalities data monitoring and context and perspective from service providers and input from service users (HIV contract example).
Criteria	**Key Evidence Against Criteria**	**Criteria**	**Key Evidence Against Criteria**	**Criteria**	**Key Evidence Against 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**	**Criteria**	**Key Evidence Against Criteria**
		Monitoring requirements are built into contracts to ensure equality issues are addressed.	HIV contract monitoring example (case Study)	Providers understand and can articulate a commitment to equality.	Case studies demonstrate providers commitments to ensuring people can access services and reporting shows data monitoring on people accessing services as well as providers efforts to reach areas of the community or people from parts of the community deemed to be at greater risk.
		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.	N/A Social value is evident in some service specs but this is a more strategic question?	The organisation achieves considerable social value from Its contracts	See note.
		The performance of sub-contracting arrangements is measured.	N/A	Local procurement is positively influencing the local economy	N/A

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.	Feedback captured – examples of how this has been used is included in the case studies.	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.	Monitoring and feedback examples.	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.	An area for improvement – examples exist in the case studies, I would make this an area for improvement for the JCU?
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.	VCS service user feedback informed recommissioning process. Requirement for service providers bidding for the new VCS contracts to co-produce solutions (see VCS recommissioning case study)	Service users are consulted effectively before services are developed.	VCS recommissioning example – outcomes developed and clear expectation for providers to develop solutions based on need, co-producing service solutions with service users.	Services are co-produced with service users wherever possible and service users are able to influence changes.	Some examples of this in the case studies, could be a further area of improvement as part of the recommissioning process.
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.	Local Area Coordination and case studies and outcomes will evidence this. There is a focus on social value in some specifications – VCS recommissioning example.	Initiatives such as Community Asset Transfers and Community Right to Challenge are in evidence as delivered by local communities instead of the local authority.	Procurement and community response better placed here.
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.	Monitoring across commissioned services – examples included in case studies	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.	Feedback from clients using services over time is evident within the case studies. Could be an area for improvement to make this more consistent across all commissioned services.
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.	Examples where we have mapped need using demographic information are included in the case studies. Some good examples of this.	Senior leaders and decision makers demonstrate that they continuously review and evaluate access to services.	Senior leaders influence not as evident as it could be.	Take up of services is representative of the community in proportions that would be expected.	Where do we have monitoring evidence but not evidence of using it consistently to understand take up s representative of the community. HIV contract is a good example of monitoring take up and focusing efforts on at risk groups and designing interventions to improve take up from those groups.
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.	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.	Some examples – see case studies. Could be more consistent and more evident in improving services.	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 customers and citizens are treated with dignity and respect.	Information included in legal information and there is guidance and awareness and expectations set out to service providers.	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 service providers.		
		Criteria	**Key Evidence Against Criteria**		
		Human Rights guidance is available for staff and decision makers have up to date knowledge.	Yes as part of safeguarding info and training available as part of the ASB training programme.		

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**
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.	
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	

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 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		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 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					

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				
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				
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				
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				
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	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				
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,				
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				
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				
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				
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				
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				
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				
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 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 service specific tabs. Please work directly to this database, through the Teams IDEA space.

There are 4 thematic areas to provide evidence for (please note the additional Race Equality Section in Theme 4). Please only fill in the most relevant sections. Starting with the left hand column "Developing" put in :

- specific, service related examples of policies, procedures and practice that have positive impacts and outcomes for diverse groups
- then, identify areas of improvement, challenges and barriers to more inclusive service provision, workplaces and community cohesion
- 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.gov.uk** (EDI and Race Relations Consultant) if you 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 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 Local 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 qualiatative and quantative 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 Disablity 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.		Voluntary and community sector 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.			

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 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.	Consultatoins CCEF	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.	Community Cohesion and Engagement Forum.
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.	VCS strategy was coproduced with the VCS this will be renewed in 2022. Cohesion strategy is due an update in 2022 - engagement sessions are being planned.	People from protected groups are encouraged and enabled to participate in decision making.	Engagement with the BAME Forum, Havering Asian Welfare Association, House Of Polish and European Community, to ensure they are informed of ongong consultations and can participate in forums and potenial for additional funding.	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	Newsletters, social media, regular forum meetings	A range of engagement methodologies are used.	This has been greatly restricted due to COVID and business as usual engagement has moved online.	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.'	Consultations are open to all, and communications with community groups encourage participation.	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.	Newsletters and consultatoin portal, Community Coordiantion, Hub steering groups, cold spot funding pilot.	The organisation and partners engage collectively/share information and results of engagement activities to ensure that particular groups are not being over consulted with.	Forums such as the COMPACT provide opportunities for feedback and information sharing.	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.	COMPACT	There is an increase in the involvement of underrepresented groups.	Virtual Meetings have provided more opportunity for smaller groups to attend, this is liekly to continue after COVID due to the increased engagement.	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.	SNB and BME Forum (pre-COVID) held community engagement events supported by the council. There are plans for this to recommence once it is safe to do so.	Engagement with the community and voluntary sector and the wider community effectively inform decisions.	A numbe rof consultations have been presented at the COMPACT, including the JCU, Romford Masterplan, Havering Changing Project etc.	Key decision makers are involved in the engagement process.	Chair of the COMPACT sits on funding panels, COVID Gold Groups. Lead Member attends all panels and COMPACT Steering Groups and SLT are regularly briefed on funding for the VCS.
		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	COMPACT	There is evidence of partnership arrangements leading to improved outcomes in participation.	COMPACT
		Criteria	**Key Evidence Against Criteria**	**Criteria**	**Key Evidence Against Criteria**
		increase stakeholder and voluntary and community sector involvement in informing priorities.	The CAVs Bronze group during COVID has had a significant impact informating community priorities during COVID.	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.	CONTEST Board recieves briefigns and intelligence from the police and other partners which inform our understanding of 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.	Council participation in a number of partnershi p meetings to monitor community tensions and wider extremisim concerns, including teh Security Review Meeting (SRM) Shared projects with the police ot develop, train and engage communities and partners.	The organisation takes a sophisticated approach to fostering good relations which has resulted in measurable improvements in relationships between diverse communities	Working with local communitiy leaders on issues affecting their community. For example, a 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	Key Evidence Against 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 hotspots. 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**	**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**	**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 regularly shared.		

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.	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 meerting in June 2020 (https://www.havering.gov.uk/news/article/805/council_announces_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 reviewed with the voluntary and community sector and the wider community to ensure that local equality priorities are addressed	COMPACT Forum - member request, Equality specific session due to take place on 13th April.	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 council and voluntary sector work together extrememely tightly and there is at least a weekly meeting between council and VCS partners.	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.	The COMPACT forum and Communtity and Cohesion Forum have members from internal and external partners alongside members of the community.
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.	This is part of the Cohesion strategy and the Voluntary and Community Strategy.	There are shared equality priorities, objectives and outcomes for the local area which are understood and acted on at all levels within the organisation.	(Not us - but potenitlaly the local plan and corporate values)	Staff, the community or the voluntary and community sector give good examples of improved outcomes/ reduced inequality/ improvements in health inequality.	Work on COVID as part of the CAVs Bronze Group and community Sub-group where health inequalities were discussed.
Criteria	**Key Evidence Against Criteria**	**Criteria**	**Key Evidence Against Criteria**	**Criteria**	**Key Evidence Against Criteria**
Equality objectives are reflected in local strategic planning.	Considered as part of the Cohesion strategy and the Voluntary and Community Strategy.	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.	EQHIA's are carred out where necessary (Not us but potentially the JSNA's)	There is evidence that cross-organisational learning is taking place.	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.		The community and voluntary sector say that they are treated as equal partners by the Council.	Yes - Can provide feedback as a result of COVID joint working arrangements and TOpic group on Workign with teh Voluntary Sector, positive feedback to members from the VCS.

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.	EIA's are completed in accordance with corporate sign off and implementation.	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.	New policy and development framework includes templates for all policies and strategies. Part of this template includes an EQHIA checklist to identify whether or not a fullEQHIA 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.	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.	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 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.	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**	**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**	**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.		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.	CCRT service users include the VCS and they are regularly consulted as part of the COMPACT.	Service users are consulted effectively before services are developed.	We co-produce the VCS strategy with the VCS	Services are co-produced with service users wherever possible and service users are able to influence changes.	Again, VCS strategy is co-produced with the VCS.
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 published / 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 current 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**
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.	REDACTED should have the complaint data, but I am sure we don't ask for that level of information from a complainant on the forms (council website)	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

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.	REDACTED OneSource deals with Corporate policies	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.	oneSource	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.	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.	OneSource	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**

equlaity in service provision policy last updated in 2016.

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**
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.	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.	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.	REDACTED - your perspective?	The organisation has high satisfaction levels across all staff groups in respect of staff engagement.	OneSource staff satisfaction survey
				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.	https://www.havering.gov.uk/download/downloads/id/4531/havering_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 secion 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.	Gender pay gap is reducing as per the latest analysis, but its only marginal down to 4.2% from 4.3%.	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	**Key Evidence Against Criteria**	**Criteria**	**Key Evidence Against Criteria**	**Criteria**	**Key Evidence Against Criteria**

GDPR processes are in place and regulations are being met.	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**
		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.	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.		Good performance is recognised in the appraisal process and more generally.	Annual staff awards recognise the good work that staff have acieved over the last year. Pay increase (up 1 increment) if performing well 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	**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.	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 ^& 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.			

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 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. 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?				
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 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 service specific tabs. Please work directly to this database, through the Teams IDEA space.

There are 4 thematic areas to provide evidence for (please note the additional Race Equality Section in Theme 4). Please only fill in the most relevant sections. Starting with the left hand column "Developing" put in :

- specific, service related examples of policies, procedures and practice that have positive impacts and outcomes for diverse groups
- then, identify areas of improvement, challenges and barriers to more inclusive service provision, workplaces and community cohesion
- 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.gov.uk** (EDI and Race Relations Consultant) if you 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 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 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 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.	
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 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 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.		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.	

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**	**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.		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

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 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 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 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.			

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 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. 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?				
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 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 : Chief Operating Officer	Service Name /s : Transformation Programme
Nominated Lead : REDACTED	

How To Guide :

This is an uploaded Teams fileshare, which will automatically update. It is divided into service specific tabs. Please work directly to this database, through the Teams IDEA space.

There are 4 thematic areas to provide evidence for (please note the additional Race Equality Section in Theme 4). Please only fill in the most relevant sections. Starting with the left hand column "Developing" put in :

- specific, service related examples of policies, procedures and practice that have positive impacts and outcomes for diverse groups
- then, identify areas of improvement, challenges and barriers to more inclusive service provision, workplaces and community cohesion
- 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.gov.uk** (EDI and Race Relations Consultant) if you 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 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 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 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.	
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 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 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.	The executive leadership,within the council's ambition statement and future target operating model, have identified and committed to the need for shifts in leadership skills and behaviours. It has also be highlighted that integral to this is overall staff motivation and the ambition to become an employer of choice for all.	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 areas) for the most part reflected the commitment by senior management to diversity.	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.	There are varying degrees to which the leadership across the different directorates demonstrate this commitment. Staff experience is not consistent in this regard.	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.	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**
The organisation has established and publicised a strong business case for its equality work.	The business case for the Communities Programme specifically aims for community cohesion; implicit in this is the aim for equality. The People and Organisation Programme will contribute towards addressing equality through its deliverables. One such deliverable is the corporate skills assessment and development which is underway and is geared towards creating a level transparent playing field for staff to access the corporate learning offer.	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	Not regularly but the opportunity is used when it emerges.	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.	Where relevant, reports and or proposals from theTransformation Programme does reflect this.	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**
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 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.	Transformation is not directly involved in the setting of policy although recommendations for changes to the organisational Target Operating Model usually identifies the need for policy change. A policy change in equality has not been specifically highlighted.	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 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**	**Criteria**	**Key Evidence Against Criteria**		
There is a process for ensuring that equality impact assessments are sufficiently robust.	The business case approval process does support 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 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.	Transformation Programme does not have direct responsibilities in this area. The work of transforming services, particularly the definition of KPIs with service areas as part of the service redesign process will contribute to the evidence needed for this reporting.	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.	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**	**Criteria**	**Key Evidence Against Criteria**	**Criteria**	**Key Evidence Against Criteria**
Objectives are underpinned by robust equality analysis.	Not applicable.	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	**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 Transformation Programme does not have direct responsibility for this.	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.	See above.	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.	See above.	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**	**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.		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					
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 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 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 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.			

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 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. 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?				
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 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 care	Public health
Nominated Lead :	

How To Guide :

This is an uploaded Teams fileshare, which will automatically update. It is divided into service specific tabs. Please work directly to this database, through the Teams IDEA space.

There are 4 thematic areas to provide evidence for (please note the additional Race Equality Section in Theme 4). Please only fill in the most relevant sections. Starting with the left hand column "Developing" put in :

- specific, service related examples of policies, procedures and practice that have positive impacts and outcomes for diverse groups
- then, identify areas of improvement, challenges and barriers to more inclusive service provision, workplaces and community cohesion
- 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.gov.uk** (EDI and Race Relations Consultant) if you 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 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 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 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.	
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 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 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.		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.	

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**	**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.		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

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 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 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 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.			

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 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. 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 and systemic race inequality	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 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 & Economic Development**

How To Guide :

This is an uploaded Teams fileshare, which will automatically update. It is divided into service specific tabs. Please work directly to this database, through the Teams IDEA space.

There are 4 thematic areas to provide evidence for (please note the additional Race Equality Section in Theme 4). Please only fill in the most relevant sections. Starting with the left hand column "Developing" put in :

- specific, service related examples of policies, procedures and practice that have positive impacts and outcomes for diverse groups
- then, identify areas of improvement, challenges and barriers to more inclusive service provision, workplaces and community cohesion
- 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.gov.uk** (EDI and Race Relations Consultant) if you 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 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	We hold extensive data on Havering's business sector including sector strengths and potential for growth. Questions around the ethnicity of local business owners and employees is being collected as part of the discretionary grants application process to help establish profiles and inform a more tailored approach to local business engagement. This also helps us to understand trends in BAME business owners and employees in the borough. 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.		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 (cabinet 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**
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.	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, 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.	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.	The Inclusive Growth Strategy & its Equality Impact Assessment (FILES 3 & 4) utilise local and national data to identify areas of potential growth for Havering, this utilises data such as age, 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), Annual population survey and NINO registrations.	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.	Creation of the borough's two housing zones, Romford and Rainham was based on the analysis of data showing low incomes, depravation of the localty 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/ieDecisionDetails.aspx?ID=2053
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 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 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.	The Inclusive Growth Strategy & its Equality Impact Assessment (FILES 3 & 4) utilise local and national data to identify areas of disadvantage as well as potential growth for Havering. This has driven the strategy's focus in how it aims to grow the local economy and improve employment prospects for Havering's residents.	Up to date and comprehensive equality data is used regularly to plan and assess impacts of decisions.	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 EIA documents are refreshed during the regeneration process to take into account the latest information about the local population as well as the needs of individual impacted residents in various locations - SEE FILES 2 (Decant Policy EIA) & 5 (Local Lettings Plan EIA)
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.	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 shopping times e.g. pension days, school run times etc (SEE FILE 6, FOOTFALL STATISTICS). This informs strategic decisions such as investment into certain high streets and gives us data on performance trends	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 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 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.	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.		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.	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 residents 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 broader matters. Please see FILE 12 - Business Engagement Sessions summary report	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.	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 Westco in 2020.
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.	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.	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.	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 Farnham 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.		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.	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**
		There are processes and plans throughout the organisation and with 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.	See cell D67	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.	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.		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.	Anti social behaviour monitored on housing estates & is a contributing factor in deciding whether regeneration is the best solution for a local area. Design methodologies for building new communities actively seek to discourage anti social behaviour by changing building layouts, improving lighting and security fencing etc. New developments have a 'tenure blind' approach by ensuring there is integration in each area between different tenures, such as council rented and private homes, improving community cohesion. The 'Safer Places Statement' is part of Havering's Supplementary Planning Guidance and sets standards to be achieved to ensure new homes are safe places 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**	**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.	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.
		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.	Corporate policy	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.	
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.	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		**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.	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.	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 (where necessary) and Equality commentary before agreeing to a decision.	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 partner, 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**		
		Mitigating actions are identified where appropriate.	See above, mitigating actions are considered as part of the decision's impact on Equalities.		

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**	**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.	
				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.	Equality considerations are paramount in procurement activity and the council have a guide for officers on how this activity should be carried out - see link - https://intranet.havering.gov.uk/wp-content/uploads/2016/06/Guidance-Equality-in-Procurement-officers-vers-1.0.doc	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**

			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_awarded_demolition_contract_for_haverings_biggest_housing_project https://www.havering.gov.uk/news/article/712/more_local_businesses_set_to_benefit_from_borough_s_biggest_regeneration_project		
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**
			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 private medical appointments etc.		
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**
			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 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.		
		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**
			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		
		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**
			In Social Value terms, regular meetings are held with JV partners to monitor the performance of social value objectives through all contract arrangements. This will in future be monitored by a dedicated Social Value Officer		
		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.	All joint venture business plans are subject to business partner, SLT and cabinet approval, analysis of equality impact is carried out through the EIA process.	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.	Inclusive Growth have conducted business engagement video calls including the Leader of the Council, giving service users the opportunity to comment on and influence the selection of policy options. Please see files 16-18, Business Briefing emails detailing sessions for local businesses and outcomes.	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.	There is a comprehensive protocol in place to inform and engage with service users in the development of strategy and policy including a consultation portal on the Havering website. We also hold exhibitions where appropriate on emerging masterplanning projects, such as the Romford Master Plan**.** *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.	
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.	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	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 appears to be an opportunity for ex-post evaluation on services where an Equality Impact Assessment is in place to assess the effectiveness of the mitigating actions	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.	As above	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					
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 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 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 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.			

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 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. 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**
	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	Union`s commitment and practices, in tackling				
	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 :	

How To Guide :

This is an uploaded Teams fileshare, which will automatically update. It is divided into service specific tabs. Please work directly to this database, through the Teams IDEA space.

There are 4 thematic areas to provide evidence for (please note the additional Race Equality Section in Theme 4). Please only fill in the most relevant sections. Starting with the left hand column "Developing" put in :

- specific, service related examples of policies, procedures and practice that have positive impacts and outcomes for diverse groups
- then, identify areas of improvement, challenges and barriers to more inclusive service provision, workplaces and community cohesion
- 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.gov.uk** (EDI and Race Relations Consultant) if you 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 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 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 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.	
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 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 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.		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.	

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**	**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.		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					
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 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 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 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.			

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 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. 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?				
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 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 service specific tabs. Please work directly to this database, through the Teams IDEA space.

There are 4 thematic areas to provide evidence for (please note the additional Race Equality Section in Theme 4). Please only fill in the most relevant sections. Starting with the left hand column "Developing" put in :

- specific, service related examples of policies, procedures and practice that have positive impacts and outcomes for diverse groups
- then, identify areas of improvement, challenges and barriers to more inclusive service provision, workplaces and community cohesion
- 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.gov.uk** (EDI and Race Relations Consultant) if you 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 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 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 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.	
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 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 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.		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.	

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**	**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.		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

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 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 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 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.			

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 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. 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)?				

Attitudes, perceptions, values and beliefs and systemic race inequality	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 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 service specific tabs. Please work directly to this database, through the Teams IDEA space.

There are 4 thematic areas to provide evidence for (please note the additional Race Equality Section in Theme 4). Please only fill in the most relevant sections. Starting with the left hand column "Developing" put in :

- specific, service related examples of policies, procedures and practice that have positive impacts and outcomes for diverse groups
- then, identify areas of improvement, challenges and barriers to more inclusive service provision, workplaces and community cohesion
- 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.gov.uk** (EDI and Race Relations Consultant) if you 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 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 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 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.	
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 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 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.		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.	

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**	**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.		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					
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 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 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 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.			

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 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. 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?				
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 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?				