Equalities
Standard

An equalities standard for substance misuse service providers

April 2013

Acknowledgements

The authors would like to thank their colleagues in the Safer Bristol, Substance Misuse Team and in the Equalities and Community Cohesion Team at Bristol City Council and the many contributors from commissioned services, whose support was invaluable in the development of the Equality and Diversity Toolkit, including staff, volunteers and service users.

The Equality and Diversity Toolkit was commissioned by the Substance Misuse Team, Safer Bristol Partnership.

Authors

Russell Thomas
Diversity and Workforce Officer
Substance Misuse Team
Safer Bristol Partnership
Princess House
Princess Street, Bedminster
Bristol, BS3 4AG
Phone: 0117 914 2214
Email: Russell.Thomas@bristol.gov.uk

Berkeley Wilde
Director
Diversity Trust
35A Fore Street
Welington, TA21 8AG
Phone: 0844 800 4425
Email: info@diversitytrust.org.uk
Website: www.diversitytrust.org.uk

Contents

Foreword

As Interim Service Director for Safer Bristol I really welcome this Equalities Standard and Toolkit because it offers a practical approach to organisations striving to embed equalities in their delivery. It has been developed with input from the voluntary and community sector and is relevant and appropriate because of that.

It clearly establishes the role of local Drug and Alcohol services and will help us to take the appropriate steps.

Inequality and social exclusion can have a significant and adverse effect on individuals and communities. This can cause community tensions and barriers to people accessing services or feeling confident that those services will be truly inclusive. Inequality can affect personal and professional development, health and emotional well-being and can reduce life chances.

New legislation in the Equality Act (2010), combined with reduced resources and training opportunities has changed the landscape and poses additional challenges and opportunities to do things differently.

The goal of equality remains and requires us all to play our part to embed equalities and community cohesion in our thinking and practice.

The Toolkit clearly establishes the role of local Drug and Alcohol services in promoting equality and we hope it will be well used as a vehicle for progressing equality.

I would like to thank all those services and individuals that contributed to the development of this resource. There is much to be done, but it is very refreshing to see examples of good practice.

Gillian Douglas,
Interim Service Director - Safer
Bristol Partnership

Introduction

The Equalities Standard (The Standard) has been a collaboration between Safer Bristol's Substance Misuse Team (SMT) and the Diversity Trust, a social enterprise, with expertise in equality and diversity policy and practice.

The Standard ensures commissioned services share good practice through shared agreements and partnership working.

The Standard assists service providers in building a modern and diverse workforce that has the ability to deliver responsive and personalised services to meet the needs of people from different equalities communities and ensure 'fair access'.

The objective of The Standard is to firmly embed equality and diversity into key performance management systems so that equality objectives become a core part of day to day business of services.

Examples of good practice around equality and diversity can be found in the SMT's 'Equality Through Practice and Within Provision' good practice guide and the 'Diversity Toolkit' DVD.

When combined with The Standard this resource is referred to as 'The Toolkit'.

The Toolkit and its' resources can be found on the Diversity Trust website or as a limited hard copy version which is available by request.
http://www.diversitytrust.org.uk/

The Standard is a resource to guide services towards achieving equality. It will assist service providers in developing structures and processes, assessing performance and ensuring continuous improvement in equality and diversity.

The Standard will help services develop skills and support staff to effectively engage with all equalities communities.

The Standard will support services To take the appropriate steps to make a real measurable difference.

Services will be asked to self-assess their level of The Standard. In the future Safer Bristol may ask providers to give additional evidence to demonstrate that they have both achieved and maintained the required level.

1. Rationale

Many services will maintain that they are open to everyone.

Applying The Standard will lead to:

- Improved equality in the workforce and service provision.

- Increased representation of equalities communities throughout the workforce and in service provision.

- An increased focus on meeting the Public Sector Equality Duty (PSED).

- An enhanced awareness, skills and knowledge base of the workforce.

- An increase in active engagement and commitment in equality and diversity at every level in the service.

- Improvements in equality and diversity knowledge and understanding through monitoring, evaluation and reviewing methods.

- Advancing on existing good practice in equality and diversity.

Data from Safer Bristol's 'Diversity and Equality Snapshot Audit 2012' shows:

- Under-representation of specific equalities communities in the workforce and service provision.

- Monitoring of service users and the workforce is inconsistent and some equalities communities are not being effectively monitored.

- A lack of provider engagement with equalities communities.

There may be service providers who have:

- Discriminatory practices.

- A lack of effective consultation with equalities communities.

- A poor public image around equality and diversity.

- A lack of positive action.

- No strategic training programme that includes cultural competencies.

The Toolkit

The Toolkit consists of three resources:

•The Equality Through Provision and Within Practice Guide (The Guide)

•Diversity Toolkit (The DVD)

•Equalities Standard Self-Assessment Tool (The Standard)

The Guide

The Guide supports services to deliver discrimination free services and promote and respect the equality and diversity needs of service users and the workforce.

Services need to ensure they meet the needs of all service users from a variety of equalities communities.
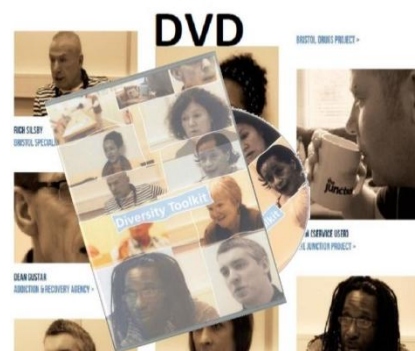
The Guide uses:

•Review, Monitor and Implement stages.
•Case studies.
•Good practice examples.

The DVD

This DVD combines the examples of good practice within service providers. It includes experiences of peer mentors and service users within Bristol's substance misuse services.

The Toolkit

The Standard

The Standard draws on national standards and good practice.

The Standard introduces four levels of achievement:

1. Foundation
2. Preliminary
3. Intermediate
4. Advanced

This is captured in grids provided,

Commitment and Communication

To accompany the grids are various factsheets and checklists.

Good Practice

Foundation

The provider has a basic understanding of what is good practice in equality and diversity.

Preliminary

The provider has a satisfactory understanding of good practice and an ability to identify and promote examples of good practice in provision relating to equality and diversity.

Intermediate

People inside and outside your service have a good awareness of your success and achievements in working towards equality and diversity.

Advanced

The provider has very good evidence of good practice in equality and diversity and benchmarks its achievements against comparable others and shares experiences in developing good practice

The Standard

One Standard

The Standard covers a number of subjects, however the main areas that it looks to ensure are that services have:

- Relevant equality and diversity objectives built into strategies and action plans.

- An understanding of the local labour market and the barriers equalities communities face. This should inform equality and diversity objectives.

- Ensured the PSED is followed and 'Due Regard' is paid to equalities communities.

- Undertaken an equality impact analysis on all major policies, procedures and practises.

- Plans in place to improve representation at senior levels of under-represented equalities communities.

- Training and development programmes addressing equality and diversity issues.

- A workplace culture in which staff are treated with dignity and respect.

Particular importance is placed on ensuring:

- A robust process for 'Impact analysis'.
- Implementation of equality development plans.
- Monitoring, reviewing, partnership working.
- Sharing good practice.

The Standard has parallels with a number of existing frameworks, systems and wider agendas. Primarily, the Equality Framework for Local Government (EFLG), the Sporting Equals 'Equality Standard' and the NHS 'Equality Delivery System' .

The Standard

Two Areas of Focus

The Standard is based on two areas of focus. Each area must be supported by relevant evidence.

The two areas of focus:

> **Developing organisational infrastructure and supporting the workforce.**

This will be a reflection of the culture, policies, leadership and people working within the service.

> **Developing service provision and supporting service users.**

This is reflected in the impact that policies, leadership and people have on service delivery.

Three Performance Areas

The three areas of focus are:

1. **Commitment and Communication**

2. **Mapping and Gapping**

3. **Engagement and Representation**

Four Levels of Achievement

The Standard has four levels of achievement:

1. **Foundation**

2. **Preliminary**

3. **Intermediate**

4. **Advanced**

The following sections will describe these in more detail.

The Standard

2. Levels of Achievement

This section gives an overview of the actions necessary to progress a service from the most basic 'Foundation level' through to the very best 'Advanced level'.

In order for service providers to reach the required standard they will need to demonstrate the following:

Foundation

Very general commitments around achieving equality and diversity and would have begun to undertake evidence and information gathering.

A provider in the 'Foundation level' will be developing or have begun to develop a number of:

- Priorities
- Programmes
- Basic policies
- Measures
- Mechanisms/internal structures
- Promotional ideas

Consideration and focus will be on a small number of changes in most of the relevant areas.

Examples of achievements in each performance area include:

The provider has a commitment to prioritising equality and diversity in service delivery. (Commitment and Communication)

The provider considers equalities in funding decisions and allocation of resources. (Mapping and Gapping)

The provider has a designated lead for equality and diversity. (Engagement and Representation)

The Standard

Preliminary

The provider demonstrates satisfactory and acceptable evidence that they are clearly and actively working towards achieving equality and diversity outcomes. This relates to:

- All major policies.

- Improving and amending existing policies.

- Piloting initiatives and programmes.

At this level there will be:

- Appropriate mechanisms and internal structures in place.

- Completed and developed plans.

- Information on Equality Development Plan's (EDP) would have been communicated to a range of audiences.

- A basic level of awareness and understanding of equality and diversity amongst the workforce.

Examples of achievements in each performance area include:

The provider has a workforce plan that sufficiently identifies key equality and diversity issues including levels of representation. (Commitment and Communication)

The provider has collected statistical data on the diversity profile of their boards, and workforce and has started to analyse.
(Mapping and Gapping)

The provider is involving and consulting with all equalities communities on an on-going basis before priorities are agreed.
(Engagement and Representation)

The Standard

Intermediate

A provider reaching this level of the standard will be providing good, full and robust information and evidence as to how they are effectively delivering against a set of equality and diversity aims and objectives.

The workforce would have a clear understanding of equalities issues, policies and procedures, aims and objectives.

Providers will be undertaking:

- Robust monitoring and reviews.

- Work around all key policies and programmes.

- Work to ensure information and plans are available to service users.

In addition, investment is made in initiatives and customer/victim satisfaction should be monitored and profiled.

Examples of achievements in each performance area include:

The provider undertakes assessments of all key policies. They have ensured that these policies and procedures meet Equality Act (2010) and Public Sector Equality Duty requirements in all areas of activity. This is reviewed and shared. (Commitment and Communication)

The provider gathers relevant and appropriate information on equalities communities using a range of techniques across the community, to inform policies and strategies and to identify key equality and diversity gaps. (Mapping and Gapping)

The provider has developed and is delivering specific initiatives that will encourage more people from under-representative equalities communities to take up workforce positions and access services. (Engagement and Representation)

The Standard

Advanced

This is the highest level. A provider achieving this level would be seen as delivering an excellent level of practice.

Providers will be exceeding all expectations and providing added value.

This provider would be:

- Monitoring and reviewing equality and diversity targets and outcomes regularly.

- Ensuring information is shared and understood by service users.

- Sharing information and good practice, with workforce, service users, committees and board members and making it public..

- Able to explore good practice beyond their own service, against others and national standards.

Examples of the achievements include:

The provider evidences that the workforce is cultural competent and has a clear understanding of equality and diversity. This is regularly monitored and reviewed.
(Commitment and Communication)

The provider has very strong knowledge about the needs and aspirations of equalities communities. Targets and outcomes are regularly reviewed, monitored and analysed.
(Mapping and Gapping)

All equalities communities are satisfied that they have had their view taken into account by the provider. Effective forums are in place to challenge, scrutinise and evaluate priorities.
(Engagement and Representation)

Performance Areas

3. Commitment and Communication

The emphasis in this performance area is on developing a culture and shaping, leadership, partnerships and organisational commitment to achieve equality and diversity within services and service provision.

Clear leadership is key to improving equality and diversity outcomes.

Services should have a commitment to ensuring equality and diversity issues are integral to their performance and strategic aims.

The Standard emphasises the importance of working in partnership with different stakeholders and those from different sectors. It highlights that working together on equalities as an efficient way of addressing local inequalities.

The Standard requires evidence of organisational commitment in terms of resource allocation, compliance with the Public Sector Equality Duty, service planning and contract management.

Providers will be committed to evidence based policy and practice in relation to their work on equality and diversity.

There should be inclusive, clear, transparent and appropriate communication with different communities to enable consultation and identification of needs and key equality and diversity gaps in order to inform priorities.

Commitment and Communication

	Foundation	Preliminary	Intermediate	Advanced
Partnerships	The provider has made a commitment to work with partners to achieve equality and diversity outcomes.	The provider has fostered sustainable community and other partnership strategies and working arrangements to achieve local identified equality and diversity outcomes.	The provider ensures that equality and diversity priorities are monitored by partners, committees and boards and appropriate resources are allocated.	The provider has a coherent vision for equality and diversity which is shared and owned by partners in the local community.
Training	The provider has a commitment to provide equality and diversity training and equality in accessing training.	The provider facilitates a satisfactory standard of equality and diversity training covering all equalities communities and work is being done to improve cultural competencies of the workforce.	The provider ensures that robust equality and diversity training is provided and equality and diversity information is included in induction, performance reviews and appraisals. The workforce are all culturally competent and understand the principles of equality and diversity.	The provider implements appraisal and objective setting in equality and diversity and allocates performance targets for the whole workforce.
Contracts	The provider considers equality and diversity in all contracts and agreements that have the most impact on service users and the workforce.	The provider ensures that in all major contracts and agreements equality and diversity is included and specific attention is given to meeting differing needs of service users from equalities communities.	The provider has robust contracts and agreements. All key contracts and agreements take account of equality and diversity and the needs of service users from all equalities communities. These are monitored and reviewed.	The provider has very good contract management with regular monitoring and reviews. All contracts and agreements evidence that they meet the needs of all equalities communities.

Commitment and Communication

	Foundation	Preliminary	Intermediate	Advanced
Budgets	The provider has a system in place to consider equality and diversity and the needs of equalities communities alongside budget decisions.	The provider is assessing budget decisions for their impact equality and diversity and on equalities communities.	The provider is assessing and monitoring all resource and budgeting decisions for any impact on equality and diversity and on equalities communities. These are monitored and reviewed.	The provider clearly evidences through initiatives, robust regular monitoring and reviews that all resources and budgeting decisions pay 'due regard' to the PSED and equalities communities.
Policy Assessment	The provider has prioritised a programme for assessing the most relevant internal and external policies and procedures that have a direct effect on equalities communities.	The provider is assessing all of the most relevant and major policies that have a direct effect on equalities communities. They are amending existing policies and procedures or developing new policies/procedures .	The provider undertakes assessments of all key policies. They have ensured that these policies and procedures meet Equality Act 2010 and PSED requirements in all areas of activity. This is reviewed and shared.	The provider has undertaken an assessment on all policies, procedures and programmes ensuring they pay 'due regard' to equality and diversity and equalities communities they serve. This is shared and regularly reviewed.
Workforce Plan	The provider is developing a basic workforce plan that includes reference to the importance of a diverse and representative workforce that reflect the community they serve.	The provider has a workforce plan that sufficiently identifies key equality and diversity issues including levels of representation.	The equality and diversity aspects of the provider's workforce plan are implemented and monitored.	The provider has a range of innovative processes in place which deliver equality and diversity outcomes for the whole workforce, including cultural competencies and recruitment policies that seek to address under-representation.

Commitment and Communication

	Foundation	Preliminary	Intermediate	Advanced
Employment	The provider is aware of equalities legislation relating to employment and has a plan to ensure policies and procedures are compliant.	The provider ensures that all employment polices and procedures are compliant with equalities legislation and employment codes of practice.	The provider is able to provide good evidence through monitoring, analysis and reviews that employment policies and procedures are compliant with equalities legislation relating to employment.	The provider has very strong evidence from regular monitoring, reviewing and analysis that employment policies and procedures are compliant with equalities legislation. Good practice is shared and made public.
Targets	The provider has structures in place to ensure equality and diversity outcomes are integrated into service objectives and outcomes.	The provider has satisfactory and appropriate services that are delivering equality and diversity related objectives.	The provider has strong equality and diversity objectives that are monitored and reviewed and improvements required are clearly identified.	The provide demonstrates that improvements in equality and diversity outcomes are being delivered. They make this public and share good practice.
Workforce	The provider identifies possible measures to ensure that the needs of the workforce from equalities communities area met.	The provider has appropriate measures in place to ensure that the needs of the workforce from all equalities communities are identified and that they are treated with sensitivity, dignity and respect.	The provider has identified and effectively addressed the needs of the workforce from all equalities communities. They are treated with sensitivity, dignity and respect. This should be monitored through workforce surveys.	The provider evidences through regular monitoring that it has made a significant improvement in outcomes for the workforce from all equalities communities. More people feel that they are treated with sensitivity, dignity and respect.

Commitment and Communication

	Foundation	Preliminary	Intermediate	Advanced
Service Users	The provider identifies possible measures to ensure that the diverse needs of service users from all equalities communities are met.	The provider has appropriate measures in place to ensure that the diverse needs of service users from are treated with dignity and respect.	The provider has identified and addressed the diverse needs of service users from all equalities communities and services are designed to ensure that they are treated with dignity and respect. This should be monitored through customer satisfaction surveys.	The provider can evidence through regular monitoring that it has made a significant improvement in outcomes for service users from all equalities communities. More service users believe they are treated with dignity and respect.
Training 2	The provider carries out a basic form of a training needs analysis in the workforce and establishes the equalities profile of those accessing training.	The provider carries out a training needs analysis of the workforce that has a specific focus on equality and diversity, that identifies the levels of equalities understanding and cultural competencies.	The provider has training and other initiatives aimed at ensuring that the workforce has a good equalities understanding and cultural competencies. These initiatives are monitored, analysed and reviewed.	The provider evidences that the workforce is cultural competent and has a clear understanding of equality and diversity. This is regularly monitored and reviewed.
Good Practice	The provider has a basic understanding of what is good practice in equality and diversity.	The provider has a satisfactory understanding of good practice and an ability to identify and promote examples of good practice in provision relating to equality and diversity.	People inside and outside your service have a good awareness of your success and achievements in working towards equality and diversity.	The provider has very good evidence of good practice in equality and diversity and benchmarks its achievements against comparable others and shares experiences in developing good practice.

Commitment and Communication

	Foundation	Preliminary	Intermediate	Advanced
Impact Analysis	The provider has an agreed method of assessing decisions for potential adverse impacts on equalities communities.	The provider is assessing potential adverse impacts to equalities communities from strategies, policies and programmes on an ongoing basis.	The provider has allocated resources and actions have been taken to mitigate adverse impacts and improve equality and diversity outcomes where shortfall have been identified.	The provider has equality objectives identified from impact analysis that have been integrated into strategic plans. Equality and diversity priorities and outcomes are achieved and demonstrated as a result.
Legislation	The provider has mechanisms and internal structures in place to ensure that Equality Act 2010 considerations are identified when planning service delivery.	The provider has appropriate mechanisms and structures in place and Equality Act 2010 considerations are actively being addressed when delivering services to all communities.	Equalities legislation and consideration for equalities communities is mainstreamed through the provider's operations, functions and service delivery. Service user satisfaction is monitored and is profiled by equalities communities.	The provider gives strong evidence that equality and diversity is prioritised in all areas relating to service delivery. More service users from equalities communities believe that they have been treated fairly and that their rights have been respected.
Programmes	The provider has a commitment to prioritising equality and diversity in service delivery.	The provider is actively taking steps to prioritise and embed equality and diversity in service delivery.	The provider has ensured that equality and diversity is clearly embedded in service delivery and that this is monitored and reviewed.	The provider evidences through regular monitoring and reviews that equality and diversity is clearly embedded in service delivery. Good practice is shared and made public.

Commitment and Communication

	Foundation	Preliminary	Intermediate	Advanced
Planning	The provider has a general commitment to achieving equality and diversity.	The provider has made a specific commitment to equality and diversity and an equality development plan (EDP) is in place that the workforce and key stakeholders are aware of.	The provider has a robust EDP that is reviewed. The entire workforce and all key stakeholders understand the actions in the EDP and it is made available to service users.	The provider has a regularly reviewed robust EDP shared and understood by all in the workforce, key stakeholders and service users.
Harassment & Discrimination	The provider has basic structures in place to effectively identify, prevent and deal with harassment, bullying and discrimination in all settings and contracts.	The provider has satisfactory structures and systems for dealing with harassment, bullying and discrimination. They are recording action taken and outcomes.	The provider has been effective monitoring and analysing harassment, bullying and discrimination complaints, agreed actions to be taken, outcomes and levels of victim satisfaction.	There is clear evidence that action taken by the provider around harassment, bullying and discrimination is effective, is regularly reducing cases, and victim satisfaction is high.
Policy	The provider has a relevant and current policy for equality and diversity that achieves a basic minimum standard (see 'Diversity Policy Checklist')	The provider has a policy for equality and diversity that provides satisfactory and acceptable information. This has been communicated to the whole workforce and key stakeholders.	The provider has a policy for equality and diversity that has full and robust information which all the workforce and key stakeholder understand and is also available to service users.	The provider has a very good standard of equality and diversity policy that exceeds expectations and adds value. The policy is understood by all the workforce, key stakeholders and service users.

4. Mapping and Gapping

This is about knowing your local communities and equality mapping.

Under this performance area providers will be:

- Recognising that the local community is becoming more diverse.

- Knowing more about local communities and be able to equality map.

- Provide responsive services and consider the needs, identity and culture of service users.

- Understanding differences within equalities communities.

- Understanding where equality gaps are for different communities.

Measuring the gaps should be the basis for identifying priorities and key outcomes.

Providers need to understand the importance of equality and diversity and reducing inequalities in their communities and monitoring the impact of their work in reducing inequality.

Equality mapping will require providers to make use of both national and local data and where possible share evidence with other partners in the voluntary, community and public sector.

Providers should also be working with partners both regionally and locally to improve the availability and access to local equality data.

Mapping and Gapping

	Foundation	Preliminary	Intermediate	Advanced
Workforce	The provider is monitoring the local labour market and possible barriers to achieving a diverse workforce of the local community they serve.	The provider understands the local labour market, the barriers equalities communities face and the impact this has on achieving a diverse and representative workforce.	The providers' employment objectives have been set based on internal monitoring, staff consultation and the assessment of the labour market and barriers to achieving a workforce representative of the community they serve.	The provider is able to demonstrates evidence of improvements in equality and diversity in the workforce and representation from all equalities communities. Successes and good practices are shared.
Data Analysis 1	The provider has processes and mechanisms in place to collect and analyse data on the diversity profile of the workforce.	The provider has collected statistical data on the diversity profile of their boards, and workforce and has started to analyse.	The provider gathers good statistical data that demonstrates an increase in the diversity of boards, and in the workforce.	The provider publicises statistical data that demonstrates the increase in diversity in all areas of the workforce and boards.
Profiling	The provider has plans to gather evidence on the profile of their communities and the extent of inequality and disadvantage. They identify key priorities for equalities communities.	The provider is gathering Information on equalities communities and plans are in place to begin to enable evidence to be use to directly inform policies.	The provider gathers relevant and appropriate information on equalities communities using a range of techniques across the community, to inform policies and strategies and to identify key equality and diversity gaps.	The provider has good quality evidence, which is regularly updates and used, of the equalities profile of its communities and their changing needs. Evidence is shared publicly and with partners.

Mapping and Gapping

	Foundation	Preliminary	Intermediate	Advanced
Data Analysis 2	The provider is developing systems to collect and analyse soft and hard data/intelligence about the community their needs and aspirations.	The provider is collecting and analysing Information and data about the equalities communities and their needs and aspirations.	The provider holds good quality Information and data about the needs and aspirations of equalities communities that is analysed, reviewed and monitored. Equality and diversity targets and objectives are set.	The provider has very strong knowledge about the needs and aspirations of equalities communities. Targets and outcomes are regularly reviewed, monitored and analysed.
Data Analysis 3	The provider is developing systems to collect, analyse and measure data as to the extent that all equalities communities are able to access services.	The provide has a satisfactory system of collecting, analysing and measuring data on access to services by equalities communities.	The provider ensures that access to appropriateness of services and participation by equalities communities is monitored and reviewed. They are taking steps to develop initiatives that actively address barriers to access.	The provider has robust and regular monitoring and reviewing of the level of access to services by equalities communities. They generate reports that demonstrates success at achieving representative access and outcomes.
Representation	The provider has established targets for proportionate representation in the workforce and service provision.	The provider has identified good practice initiatives both locally and nationally that seek to address under-representation.	The provider has developed initiatives to address under-representation within the workforce and service provision and continues to monitor this data.	The provider clearly evidences that initiatives have been successful and targets and outcomes have been met. It is reviewing the impact of initiatives developed and delivered at the 'Intermediate level'.

Mapping and Gapping

	Foundation	Preliminary	Intermediate	Advanced
Resources	The provider considers equalities in funding decisions and allocation of resources.	The provider makes funding decision and allocates resources towards improving and benefiting under-represented equalities communities.	The provider monitors the benefits of funding decisions and allocation of resource on under-represented equalities communities.	The provider uses statistical information to demonstrate how under-represented equalities communities have benefited from resource and funding decisions.
Performance Pathways	The provider has identified performance pathways that could be used to support equitable investment and provision.	The provider uses current performance pathways to support equitable investment and provision.	The provider has analysed current performance pathways and developed specific programmes to ensure equitable investment and provision. This is monitored and reviewed.	The provider uses the outcomes of analysis and specific programmes to demonstrate, report and publicise successes in equitable investment and provision.
Information Sharing	The provider has plans in place to collect, share and use equality and diversity information on all equalities communities service users with partners.	The provider has collected equality and diversity information and where appropriate maintaining anonymity it is shared with partners.	The provider has relevant and appropriate equality and diversity information and data on equalities communities disaggregated and used with partners to assess and set equality and diversity objectives.	The provider and partners are able to identify how equalities communities are changing and the impact it may have on equality and diversity priorities and work together to meet the diverse needs of service users.

Mapping and Gapping

	Foundation	Preliminary	Intermediate	Advanced
Needs Assessment	The provider is undertaking work to find out more about the needs and interests of equalities communities.	The provider has a clear understanding of the diverse interest of equalities communities and a commitment to working in partnerships to achieve these.	The provider is working with other providers to balance diverse, but sometimes conflicting interests of equalities communities.	The provider reviews and monitors priorities regularly in the light of changing and conflicting needs and interests of equalities communities.
Impact Analysis	The provider uses a brief assessment/screening process with the view to undertake a full assessment around the possible adverse impacts on equalities communities.	The provider undertakes appropriate assessments on the potential adverse impacts on equalities communities.	The provider undertakes robust and reviewed impact analysis that influences policies and procedures and the development of an EDP. Resources and actions have been put in place to mitigate adverse impacts and improve equality and diversity outcomes.	Impact analysis assessments are built into all aspects of the provider's decision making, policies and service reviews. They are to be reviewed regularly with the most up-to-date information. All results must be made public.

26

Performance Areas

5. Engagement and Representation

The emphasis in this performance area is on ensuring that there is improved and effective community and workforce engagement.

It is important to involve individual, groups and equalities communities who may experience disadvantage and inequality.

Very often it will be the community groups who have the greatest knowledge of the needs of different sections of the community and changes in the population of their local area. However, inside services there will be keyworkers, peer mentors and service users that might also be closer to understanding these changing needs.

Services should be engaging with equalities communities in the workforce and service provision.

It is important to improve services and engagement with service users by collecting satisfaction data.

Community engagement and satisfaction must be more than just consultation. This is about services finding creative and innovative ways of involving equalities communities, service users and the workforce.

It is important to have the means to involve equalities communities in decision making as well as service and workforce development.

Services must be working towards and achieving a modern and diverse workforce.

Is it very important that services work to meet the needs of those under-represented equalities communities. Narrowing the equality gaps can help improve the life chances of those from different equalities communities

Engagement and Representation

	Foundation	Preliminary	Intermediate	Advanced
Equality Leads	The provider has a designated lead for equality and diversity.	The provider ensures that there is an adequate manager or senior member of staff with the capacity to develop the equality development plan (EDP)	The provider has equality and diversity leads that are involved and aware of all equality and diversity related programmes.	The provider's equality and diversity leads are trained and culturally competent, they are regularly involved in the development and implementation of objectives.
Community Engagement 1	The provider is committed to ensuring that inclusive community engagement structures are being explored.	The provider is developing inclusive community engagement structure and partnerships with other providers and with equalities communities.	The provider has community engagement structures that are working efficiently and effectively.	The provider has a sophisticated and segmented understanding and engagement of the local equalities communities which influences and informs policy development.
Consulting	The provider has an established list of identified equalities communities, groups and organisations that should be involved and consulted.	The provider is involving and consulting with all equalities communities on an on-going basis before priorities are agreed.	The provider has active involvement and consultation with equalities communities that influences and informs equality priorities and feedback is given to those consulted.	All equalities communities are satisfied that they have had their view taken into account by the provider. Effective forums are in place to challenge, scrutinise and evaluate priorities.

Engagement and Representation

	Foundation	Preliminary	Intermediate	Advanced
Community Engagement 2	The provider has methods of consulting and engaging with equalities communities about service planning and delivery	The provider ensures that local equalities communities are consulted and engaged appropriately in service planning and delivery.	At a service level the provider is meeting a set of equality and diversity outcomes and objectives that meet the needs of all equalities communities. This is reviewed and monitored.	The provider clearly evidences that they are achieving positive progress across all area of work against the equality and diversity outcomes and objectives it has set.
EDP	The provider is promoting their equality development plan (EDP) through equalities organisations and communities.	The provider is effectively communicating and promoting the EDP and gains feedback from equalities organisations and communities.	The provider has agreements with equalities organisations and a means to involve key stakeholders and all equalities communities in the implementation of the EDP.	The provider's partners and new audiences are aware and engaged in delivering the EDP.
Improving Outcomes	The provider identifies key targets and objectives for under-represented equalities communities including 'reasonable adjustments' within legal requirements.	The provider implements actions with the aim of influencing and improving outcomes for under-represented equalities communities.	The provider is improving outcomes for under-represented equalities communities and is monitoring and reviewing service level satisfaction with services by equalities communities.	The provider shows an increase in the number of positive outcomes for those from under-represented equalities communities and an increase in their satisfaction with services.

Engagement and Representation

|	Foundation	Preliminary	Intermediate	Advanced
Positive Action	The provider identifies target equalities communities that need to be encouraged into workforce positions.	The provider positively promotes positions within the service to increase applications from targeted/under-represented equalities communities.	The provider is actively seeking representation on boards and committees of under-represented equalities communities through positive action.	The provider has increased the diversity of their workforce at all levels and has proportionate representation on committees and boards.
Participation	The provider has a set of development targets for proportionate representation in the workforce, within service provision, on committees and boards.	The provider establishes pilot programmes and initiatives to increase participation and representation of under-represented equalities communities.	The provider has developed and is delivering specific initiatives that will encourage more people from under-representative equalities communities to take up workforce positions and access services.	The provider's service users, leadership and workforce is reflective of the community they serve or live. Regularly monitoring and reviews are taking place and good practice is shared.

Checklists and Factsheets

A series of equality and diversity checklists and factsheets have developed a to support service providers in the design and delivery of services as well as the increase in reach to equalities communities and in compliance with key equalities legislation including the Equality Act (2010) and the Public Sector Equality Duty.

The checklists and factsheets include guidance on;

- Key equalities legislation

- Developing equality and diversity policies

- Using positive images

- Monitoring and evaluation

- Consulting with equalities communities

- Equality and diversity training

- Equality and diversity policy and procedure

- Framework for developing equality and diversity policies

- Representation and participation of equalities communities
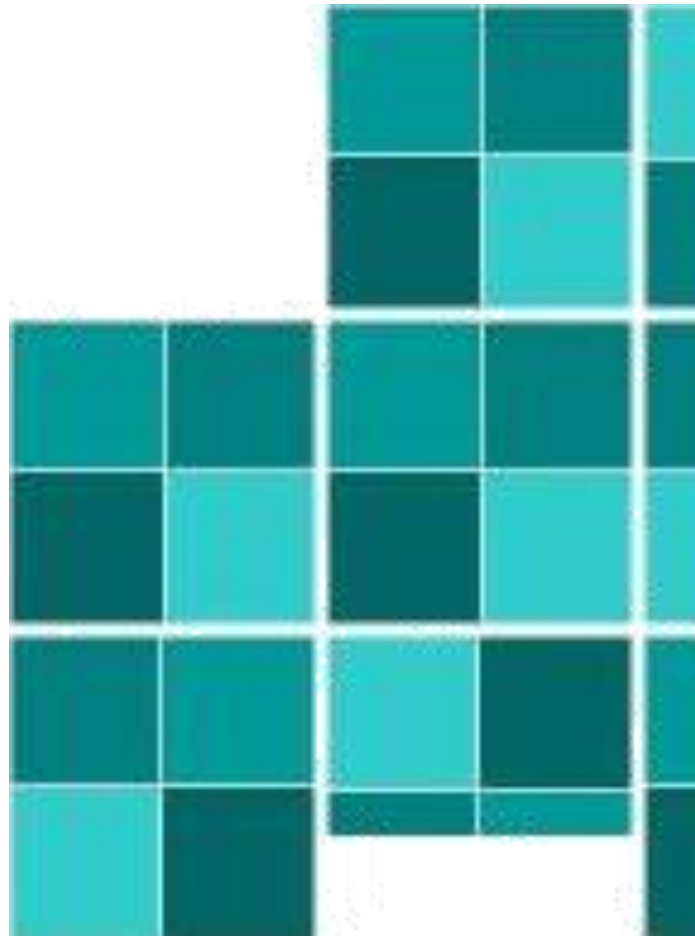
Glossary of Terms

Equalities Communities:
Bristol City Council defines "Equalities Communities" based on the Protected Characteristics in the Equality Act 2010. These are; Age, Disability, Gender Reassignment, Marriage and Civil Partnership, Pregnancy and Maternity, Race, Religion or Belief, Sex and Sexual Orientation.

Equality Act (2010).
This combines all of the equality enactments within Great Britain and provides comparable protections across all equality strands. It requires equal treatment in access to employment as well as private and public services.

Equality Development Plan (EDP)
Also known as an 'equalities action plan' or and 'Single Equalities Scheme'.

Equality Mapping:
The process by which we establish the diversity of a giving community or services and establish the level of need within those equalities communities.

Impact Analysis:
Traditionally referred to as an 'equality impact assessments'. This can also be called a 'people impact assessments' , 'service impact assessments' or even a 'Due regard' assessment. This is used to anticipate any impacts of, policies, projects, service reviews and budget proposals on people who share protected characteristics. They are a useful method of assessing whether or not a policy or procedure meets the PSED

Public Sector Equality Duty (PSED)
S.149 of the PSED requires public bodies to have due regard to the need to :
• eliminate discrimination, harassment, victimisation and any other conduct prohibited under the Act;
• advance equality of opportunity between people from different groups; and
• foster good relations between people from different groups.

If providers are performing a public function they directly responsible for meeting the public sector equality duty.

References

Diversity Trust. A Guide to Support Substance Misuse Services to Achieve Equality through Practice, Safer Bristol (2012) [online]. Available From: http://www.diversitytrust.org.uk/system/assets/9/original/Equality_Good_Practice_GuidanceV7_.pdf [Accessed 10th December].

Diversity Trust. Diversity Toolkit DVD (2012) [online]. Available from: http://www.diversitytrust.tv/ [Accessed 20th December].

Great Britain. Equality Act (2010) [online]. Available from: http://www.legislation.gov.uk/ukpga/2010/15/contents [Accessed 15th November].

Local Government Association. Equality Framework for Local Government (2012) [online]. Available from: http://www.local.gov.uk/c/document_library/get_file?uuid=d6f829f1-2fbf-4c72-81ae-8c843b9b43a8&groupId=10171 [Accessed 2nd December].

Local Government Association. The Equality Standard (2007) [online]. Available from: http://www.idea.gov.uk/idk/aio/6531086 [Accessed 25th November].

National Treatment Agency. Equality Analysis: Audit Tool (2012) [online]. Available from: http://www.nta.nhs.uk/equality-analysis-checklist.aspx [Accessed 12th December 2012].

NHS. The Equality Delivery System (2011) [online]. Available from: http://www.england.nhs.uk/ourwork/gov/edc/eds/ [Accessed 3rd December].
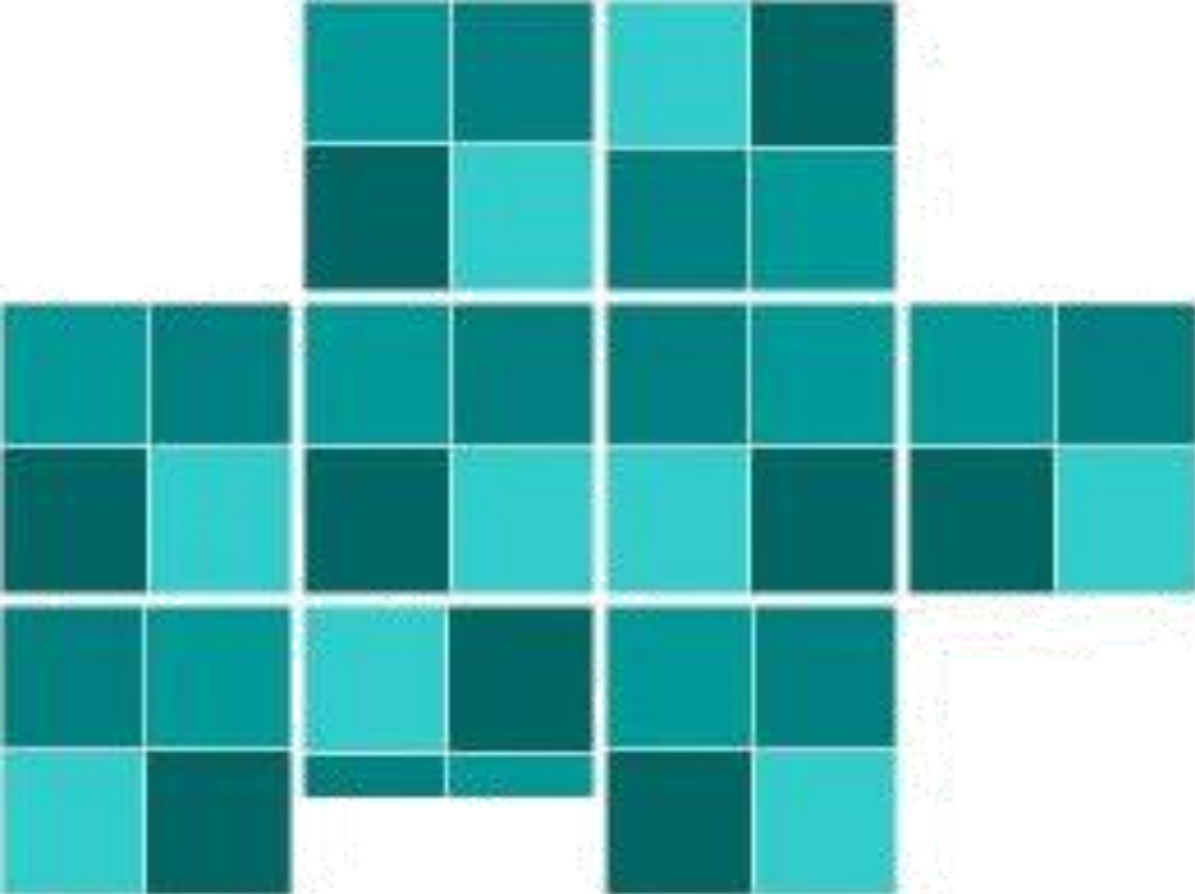
Diversity Trust,
35A Fore Street,
Wellington,
TA21 8AG
Phone: 0844 800 4425
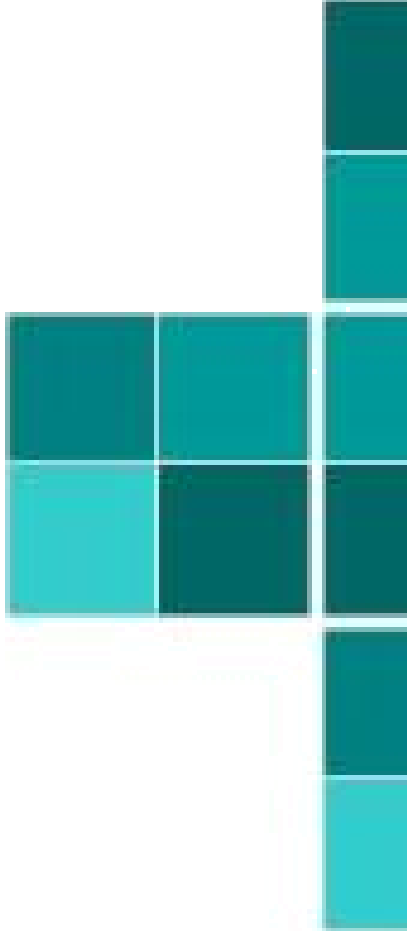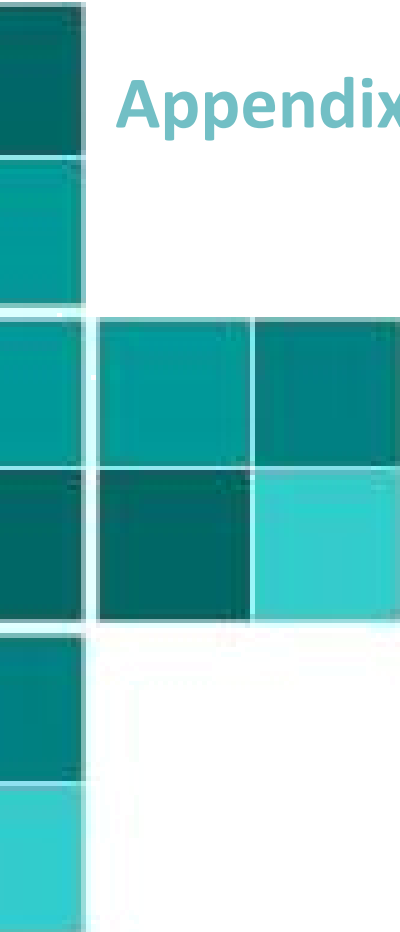**Email: info@diversitytrust.org.uk**
Web: www.diversitytrust.org.uk

SAFER BRISTOL

Princess House, Princess Street,
Bedminster, Bristol
BS3 4AG
Tel: 0117 9142222
Fax: 0117 9142223
www.saferbristol.otg.uk

Appendix 1.1: Checklists

Equality and Diversity Toolkit
Policy Checklist

Introduction
This Equality and Diversity Policy Checklist, has been produced by the Diversity Trust and the Safer Bristol Partnership, for the social purpose sector in Bristol. The policy checklist includes; an overview of the Equality Act (2010), definitions of the Protected Characteristics within the Equality Act (2010), the prohibited conduct and organisational duties of the act including a checklist for developing an Equality and Diversity Policy.

Overview
The Equality Act (2010) strengthens, harmonises and streamlines 40 years of equalities legislation including:

- Strengthening: improving the effectiveness of equality legislation.

- Harmonising: providing the same levels of protection from discrimination across all the protected characteristics and all sectors, where appropriate.

- Streamlining: simplifying and consolidating approximately 116 pieces of separate equality legislation.

Where does the Equality Act apply?
- Services and Public Functions
- Premises
- Work
- Education
- Associations, including Political Parties

Protected Characteristics

- Age

Where this is referred to, it refers to a person belonging to a particular age (e.g. 32 year olds) or range of ages (e.g. 18 - 30 year olds).

- Disability

A person has a disability if s/he has a physical or mental impairment which has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities.

- Gender reassignment

The process of transitioning from one gender to another.

- Marriage and civil partnership

Marriage is defined as a 'union between a man and a woman'. Same-sex couples can have their relationships legally recognised as 'civil partnerships'. Civil partners must be treated the same as married couples on a wide range of legal matters.

- Pregnancy and maternity

Pregnancy is the condition of being pregnant or expecting a baby. Maternity refers to the period after the birth, and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, and this includes treating a woman unfavourably because she is breastfeeding.

- Race

Refers to the protected characteristic of Race. It refers to a group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins.

- Religion or belief

Religion has the meaning usually given to it but belief includes religious and philosophical beliefs including lack of belief (e.g. Atheism). Generally, a belief should affect your life choices or the way you live for it to be included in the definition.

- Sex

A man or a woman.

- Sexual orientation

Whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes.

Prohibited Conduct

- Direct discrimination (someone is treated less favourably due to their protected characteristics)

- Associative discrimination (someone is discriminated against because they associate with a person with a protected characteristic)

- Discrimination by perception (someone is discriminated against because others think they have a protected characteristic)

- Indirect discrimination (unintended consequence of a policy that disadvantages a particular group or characteristic)

Equality and Diversity Policy Checklist

Any Equality and Diversity Policy you write must be clear, easy to follow and unambiguous. Consult with relevant organisations for advice and guidance on the use of language.

A good Equality & Diversity Policy will include the following sections:

1. A statement of intent: spell out your commitment to equality and diversity in terms of opportunity and accessibility, and your commitment to tackling discrimination.

2. A purpose: explain why you are writing and adopting the policy. You may wish to refer to and recognise issues of discrimination in general or refer to any specific research related to your service.

3. A commitment to action: you need to list what steps you will take to ensure that your intentions and purpose are reflected in the way your organisation plans action, makes decisions, recruits people, delivers services and supports clients and service users. You may make a statement about taking positive action to tackle under-representation in this section.

4. A review of the legal requirements: all services are affected by specific equality legislation, the Equality Act (2010) and the Human Rights Act (1998), these cut across all equality issues. You need to describe how this legislation relates to your work and what steps you intend to take to ensure you meet the appropriate legal requirements.

5. Discrimination, harassment and victimisation: the policy needs to define the forms of direct and indirect discrimination (see the Equality Act 2010), harassment and victimisation, all of which need to be tackled in the policy through statements committing the service to action. These statements should refer unambiguously to sanctions in the service's complaints and disciplinary procedures.

6. Implementation and communication: you need to explain how the policy will be put into practice, and how it will be communicated to all stakeholders; staff and volunteers, leadership and management and service users, as appropriate.

7. Monitoring and evaluation: you need to describe how the policy will be monitored and evaluated, and who will be responsible for that work. You need to state how long the policy will be in existence and when it will be reviewed.

8. Complaints and disciplinary procedures: this section will draw together elements of the other sections and relate them directly to your complaints and disciplinary procedures. You need to make clear how complaints and disciplinary action can be triggered by actions contrary to the policy, how appeals can be made, who is responsible, and how matters are resolved.

9. An action plan: you need to write an Equalities Development Plan. Include objectives with clear targets, stating who is responsible for each objective, what resources are in place, when each target will be met and what evidence you can provide to show the targets have been met.

Tips!
Has there been an accurate reference to the Equality Act (2010) and the 'Protected Characteristics' in the Equality Act (Age, Disability, Gender Reassignment, Marriage and Civil Partnership, Pregnancy and Maternity, Race, Religion or Belief, Sex and Sexual Orientation)?

Does the Equality and Diversity Policy:

- Relate to all stakeholders; staff and volunteers, leadership and management, service users and facilities?

- Make reference to tackling discrimination, harassment and the duty to make reasonable adjustments (direct and indirect discrimination)?

- Demonstrate how complaints, under the policy, will be dealt with?

- Demonstrate arrangements for recruitment, selection and promotion? For example, does it demonstrate a commitment to advertise widely and recruit from a wide pool of applicants?

- Monitor the profile of stakeholders; staff and volunteers, leadership and management and service users?

- Make arrangements for equality and diversity training, including a commitment to providing access to training for all stakeholders, as appropriate?

- Demonstrate how the policy is communicated, where the responsibility for the policy lies, the date when the policy was adopted and details of reviews?

Useful Contacts
Diversity Trust http://www.diversitytrust.org.uk/
Equality and Human Rights Commission
http://www.equalityhumanrights.com/
Equality South West http://www.equalitysouthwest.org.uk/
Safer Bristol Partnership http://www.bristol.gov.uk/page/safer-bristol/
VOSCUR http://www.voscur.org/

Equality & Diversity Toolkit
Checklist

Introduction
This checklist, has been produced by the Diversity Trust and the Safer Bristol Partnership, for the social purpose sector in Bristol. The checklist includes; an overview of the Equality Act (2010), definitions of the protected characteristics within the Equality Act, the prohibited conduct, organisational duties and responsibilities and an equality and diversity checklist.

Overview
The Equality Act (2010) strengthens, harmonises and streamlines 40 years of equalities legislation including:

- Strengthening: improving the effectiveness of equality legislation.

- Harmonising: providing the same levels of protection from discrimination across all the protected characteristics and all sectors, where appropriate.

- Streamlining: simplifying and consolidating approximately 116 pieces of separate equality legislation.

Where does the Equality Act apply?
- Services and Public Functions
- Premises
- Work
- Education
- Associations, including Political Parties

Protected Characteristics
- Age

Where this is referred to, it refers to a person belonging to a particular age (e.g. 32 year olds) or range of ages (e.g. 18 - 30 year olds).

- Disability

A person has a disability if s/he has a physical or mental impairment which has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities.

- Gender reassignment

The process of transitioning from one gender to another.

- Marriage and civil partnership

Marriage is defined as a 'union between a man and a woman'. Same-sex couples can have their relationships legally recognised as 'civil partnerships'. Civil partners must be treated the same as married couples on a wide range of legal matters.

- Pregnancy and maternity

Pregnancy is the condition of being pregnant or expecting a baby. Maternity refers to the period after the birth, and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, and this includes treating a woman unfavourably because she is breastfeeding.

- Race

Refers to the protected characteristic of Race. It refers to a group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins.

- Religion or belief

Religion has the meaning usually given to it but belief includes religious and philosophical beliefs including lack of belief (e.g. Atheism). Generally, a belief should affect your life choices or the way you live for it to be included in the definition.

- Sex

A man or a woman.

- Sexual orientation

Whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes.

Prohibited Conduct
- Direct discrimination (someone is treated less favourably due to their protected characteristics)

- Associative discrimination (someone is discriminated against because they associate with a person with a protected characteristic)

- Discrimination by perception (someone is discriminated against because others think they have a protected characteristic)

- Indirect discrimination (unintended consequence of a policy that disadvantages a particular group or characteristic)

Equality & Diversity Checklist

1. Do your organisations internal policies have a definition of the Equality Act (2010) including the protected characteristics and prohibited conduct?

2. Is there at least one designated individual within your organisation with responsibility for Equality and Diversity?

3. Is there a senior manager, executive or Board representative with responsibility for Equality and Diversity?

4. Can your current staff profile be broken down by the protected characteristics (e.g. age, disability, ethnicity, religion, sex etc.)?

5. Since April 2011, has the recruitment and selection process been specifically checked for compliance with the Equality Act (2010)?

6. Does the application process include an Equal Opportunities monitoring form that is detached from the main application?

7. Are you able to monitor and report staff with protected characteristics' career progression?

8. Are you able to monitor and report staff with protected characteristics' retention levels within your organisation?

9. Do you have a clear and transparent staff progression process or system that is available to all employees in your organisation?

10. Do you ensure that there is equal pay across all protected groups who undertake similar work or work of equal value?

11. As part of your induction process, can you document the employer's responsibility in eliminating workforce discrimination, harassment and victimisation?

12. Do you have a clear and transparent process for ensuring that training programmes are accessible to all protected characteristic groups?

13. Does your organisation actively incorporate equal opportunities and good diversity practice in the day-to-day workplace?

14. Do you have a SMART (specific, measureable, attainable, realistic, timely) action plan to support an equal opportunity policy?

15. Does your organisation state the aspiration to attain a workforce that is broadly representative of the community that you work in and provide services for?

16. Do you have guidelines to advise employees on the correct way to make a formal complaint?

17. Is there a written disciplinary process to deal with complaints of bullying and harassment?

18. Is the above disciplinary process available to all staff including protected characteristic groups?

19. Do the organisation's anti-harassment policies specifically include an awareness that employers are now liable for harassment of their staff by people they don't employ?

20. Has the above new provision of harassment by a third party been communicated to all staff?

21. Within your organisation, is there a management information system that collects data on users that access the service?

22. Has the management information system data been analysed by looking specifically at protected characteristic groups who are service users in the last 12 months?

23. Have you been able to proactively target under-represented groups identified in the above analysis?

24. Has there been service user feedback from any protected characteristic group (where relevant) in the last 12 months?

25. Can you give an example of how service user feedback from any protected characteristic group resulted in a change of policy?

How can I find out more?
Diversity Trust www.diversitytrust.org.uk
Diversity Toolkit www.diversitytrust.tv
Equality & Human Rights Commission www.equalityhumanrights.com
National Treatment Agency (NTA) http://www.nta.nhs.uk/

Acknowledgments
With thanks to the National Treatment Agency (NTA) for the development of this checklist.