

Derby City Council

Diversity Peer Challenge

(Equality Framework for Local
Government - Excellent)

23 – 25 March 2011

Report



1. Background

This report is a summary of the findings of a Diversity Peer Challenge organised by the Local Government Group and carried out by its trained peers. The report satisfies the requirements of the Equality Framework for Local Government for an external assessment at the Excellent level. The Peer Challenge is designed to validate a council's own self-assessment at the Excellent Level by considering documentary evidence and by carrying out a series of interviews and focus groups with employees and other stakeholders.

The basis for the Peer Challenge is a benchmark against five areas of performance. They are:

- Knowing your communities and equality mapping
- Place shaping, leadership, partnership and organisational commitment
- Community engagement and satisfaction
- Responsive services and customer care
- A modern and diverse workforce

The Peer Challenge is not an inspection. It offers an external assessment of an organisation's own judgement of itself against the Equality Framework benchmark. This is undertaken by critical friends who have experience of delivering an equalities and diversity agenda in their own councils.

Peers were:

Cllr John Whelan (London Borough of Lambeth)
Simon Lee (Stockton-on-Tees Borough Council)
Nick Stephenson (Swindon Borough Council)
Banji Adewumi – Whipps Cross University Hospital NHS Trust

The team was most appreciative of the welcome and hospitality provided by the council and would like to thank everybody they met during the process for their time and contributions.

Following the challenge, **Derby City Council is judged to have satisfied the criteria for the Excellent level of the Equality Framework.**

1.1 Summary key messages and recommendations

There is clear evidence of political leadership of the Equality and diversity agenda, utilisation of resident data and use of inclusive design for its buildings and facilities. This is clearly demonstrated across all of the council's main political parties and benefits from a drive from the managerial leadership of the council. The council has made strong progress with regards to the various protected characteristics with some particularly positive examples as regards engaging with disabled people, working with and supporting young people and national recognition for its work with Lesbian, Gay, Bisexual and Transgender staff and other groups. There is also strong evidence of the council's commitment to delivering continuously improving equalities outcomes by the way in which it utilises its various partnerships. There is more detail to be found in the main body of the report but in

terms of possible recommendations to ensure the council maintains its excellent practice the following recommendations are highlighted for consideration by the council:

Recommendation 1 - Derby City Council is committed to utilising Equality Impact Assessments (EIAs) as a means of testing and developing policy and strategy. However concerns were expressed that EIAs are not yet being used adequately in ensuring that elected members were fully advised of their equality duties when making decisions. The council would do well to identify means of ensuring that these are fully considered and may wish to consider practice from elsewhere which would assist in this being achieved.

Recommendation 2 - There is room for the overall EIA process to be strengthened in terms of communicating to the community at large precisely how they contribute to the decisions on delivering strategic outcomes. This would allow the council to demonstrate yet further how EIAs have a direct impact on the how the authority does business.

Recommendation 3 - Derby City Council's EIAs are particularly strong in service improvement considerations with regard to people with a disability and these are demonstrated and communicated very effectively in the public realm. It is important that this positive focus is reflected as explicitly by the council across all equality constituencies with particular regard to religion and sexual orientation.

Recommendation 4 - Derby City Council's approach to equality is characterised by the strong strategic leadership both politically and managerially. It is important that this is sustained to ensure the senior management team is at all times fully apprised of equality issues and the council's designation of a senior manager to have lead responsibility for this is an effective way of doing this. The council could build on this further by ensuring that the membership of the Equality and Diversity Task Group always benefits from expertise and senior level input. This will ensure that the group is able to influence change within each service area or directorate on a sustainable basis.

2 Detailed findings

2.1 Knowing your communities and equality mapping

Strengths:

1. There is good data sharing across partnerships in Derby. There are examples of the council working with partners and the wider community in establishing priorities for the city via the Derby Plan. The State of the City report from 2010 was integral to the shaping of this plan and demonstrated robust production and use of intelligence which has reflected the various equality strands where possible. Population data is also shared across the various partners in Derby as evidenced by the situation where the Derby Community Safety Partnership identified increasing numbers of Roma arrivals and the challenges associated with their settling in Derby (e.g. Anti-Social behaviour, facing persecution from other communities etc). Ensuring a smooth transition for this community was addressed as a cross agency priority.

2. Derby City Council has used its elected members involved on scrutiny committees as well as other partners to gather community and mapping data on health inequalities. This data has informed campaigns on smoking cessation and teenage pregnancy targeted at reducing health inequalities further evidencing the council's commitment to working with partners to understand and share data as a means of effective action planning.
3. Derby City Council seeks to utilise knowledge of resident need in informing service delivery. An example of this was the use of intelligence in the re-commissioning of dementia services to better meet service user needs.
4. The refurbishment of the Council House is a major project for the council and there is clear evidence that equality and diversity considerations are informing this work. Examples of this include the inclusion of a ground floor meeting room and provision of a prayer and contemplation room in this modern facility. These new facilities will meet improved standards of access and design as exemplified by the changing places toilet facilities, breast feeding room and baby changing room.

Areas for consideration:

5. There could be a more active use of all available data to inform Equality Impact Assessment (EIAs) processes to better meet the requirements of the Equality Act 2010. While there is evidence that this processes is being utilised as part of the council's drive to be transparent about how decisions are made, the use of wider intelligence in developing EIAs to support projects could be improved further (e.g. with regard to the use of city demographic information to target areas where information, data or responses are missing). In particular this will to help Derby City in achieving a stronger focus on targeted support which is specifically relevant to the particular projects being developed and delivered. An example was the older people's plan which covers a wider range of equality services. Whilst there was a commitment to consulting effectively with these communities, it was felt by some of those interviewed that there could be greater contributions from stakeholders if consultation information went to a wider number of groups than is currently the case. It would benefit the council to review its list of groups with whom it consults to ensure it is covering all potential stakeholders.
6. There is a clear commitment by Derby City Council to engaging Black and Minority Ethnic (BME) communities. Doing this effectively takes time and there were some views expressed that it is important for the resourcing of such work to reflect this better (i.e through longer term funding and support) in order that its impact can continue to be properly embedded. The team recognises that the council is operating in a time in which resources available to public sector bodies have been significantly reduced and that this poses a major challenge for all organisations. The council is encouraged to keep under review its arrangements in this regard to assure itself that the impact it has already achieved is sustained into the future.

2.2 Place shaping, leadership, partnership and organisational commitment

Strengths:

7. There is a strong commitment to equality and diversity across the three main political groups. There is a strong consensus view expressed by members of various fora and all political parties in relation to the high priority accorded to equality and diversity as a theme in Derby. Politically -(irrespective of any other disagreements which may exist between the largest parties)- equality and diversity is one area where there is evidence of a shared commitment and this is exemplified by the chairing of various equality groups and fora by elected members. This is particularly important in light of the council's make-up and a history of changes in administration. Due to a clear consensus between these political groups, the priority of equality and diversity is always maintained as it is embedded in what the council does, is universally viewed as essential and is treated as a non-political theme. There is a commitment to arriving at a point where the profile of the members of the three main parties reflects the profile of the city's diverse communities. The council has already made progress in this area and is seeking to continuously improve.
8. There is also a very strong view that the leadership of the council is well balanced between the political and managerial which is particularly true in relation to the last four years or so where marked improvement has been achieved.
9. Derby City Council works effectively with partners in striving to deliver appropriate and effective services to all residents of the city and the council effectively challenges other service providers to promote the interests of disabled and other vulnerable groups. An example of this is where bus companies were challenged about bus routes and bus stations resulting in a review of and change in how these were configured.
10. Derby City Council shows a strong approach to partnership working with all statutory partners signed up to a common approach to equality and diversity.
11. EIAs are used at the start of a piece of work in order to influence strategy and policy development. For example Derby City Council's approach to budget setting was subject to effective and inclusive EIA processes. The proposed budget reductions of £27 million across the council have been assessed for their impact in equalities terms. The council is committed to using this intelligence in amending proposals where appropriate (as a result of these considerations) before arriving at any final decisions.
12. The council has worked closely with partners to ensure all organisations have taken a collective view, and therefore a shared understanding, of the possible negative impact of resource reductions on already disadvantaged neighbourhoods. An example of this work is where the Physical Intervention Policy of the council identified appropriate protocols in relation to gender and race as a direct result of having undertaken EIAs.

13. The work between the council and the Derby County Football Club is of particular note and is a further demonstration of the council's commitment to delivering improved outcomes through innovation and strong partnership working. Some examples are International Day Against Homophobia support which involved work between the club, the council and Derbyshire Friend (the main LGBT umbrella network). This initiative includes provision of free tickets and undertaking mystery shopping. Both these elements of the initiatives are facilitated through the council and through links with community organisations. There is extremely effective partnership work by the council and the club around Show Racism the Red Card evidenced for example by the fact that Derby City Council pays for Show Racism the Red Card team posters.
14. Derby City Council uses Neighbourhood Panels and fora for 'bottom up' consultation on service delivery priorities and there is evidence of decisions being changed on the basis of consultation and active use of the findings of EIAs. For example the Derby Renaissance Board led by Derby City Council involves both key private sector players (e.g. Toyota and Citibank) in place shaping the future for Derby whilst also involving community leaders in reducing the chances of 'top down' solutions being imposed.
15. There are examples of measurable outcomes being delivered as a result of EIAs. An example of this is the council's use of POET (the national personalisation evaluation tools being used to change health and well-being performance assessments). This is providing a means for young people to receive support whilst remaining in their own communities which is preferable to a more institutional approach.
16. The authority is increasingly moving toward agreeing shared outcomes between itself and its partners. The Derby Plan and the Council plan are setting the vision for the city and both exemplify this approach. In particular the council's use of Outcomes Based Accountability (OBA) approaches will support the achievement of equality objectives and improvements for vulnerable groups. An example of this approach being deployed is demonstrated in the recognition of the importance of integrating services in localities and restructuring to strengthen areas in delivery rather than a narrow focus on attainment.
17. The council views the raising of aspirations amongst BME communities as a key priority. An example of this is how the council is working in partnership with Jobs Education and Training (JET) to develop and enhance the skills of mainly minority ethnic, women and young people and Pakistani job seekers and help them to overcome barriers to employment. This project was chosen by Government Officer of the East Midlands as the regional Champion for 2001's Equal Opportunities Specialist Project Leader Award
18. Derby City Council has worked in partnership with older people's groups in securing a twelve million pound extra care facility with HCA and Sanctuary Housing. This is evidence of Derby City Council works effectively in partnership with social housing providers in addressing the needs of older people living in extra care facilities. In addition there is clear evidence that the Council underpins this by ensuring older people are fully consulted about service delivery. There are examples of very

positive partnership with organisations such as Age UK to provide advice to and improve life outcomes for vulnerable and minority groups. Examples of this work were demonstrated through the council's engagement with and support of LGBT older people and BME older people (particularly from the Chinese community). Partner organisations interviewed described Derby City Council as an 'excellent partner' to work with.

19. Through Derby City Partnership, Derby City Council is well advanced with a Shadow Health and Well Being Board (HWBB). This progress has allowed for early prioritisation of initiatives such as anti alcohol abuse campaigns. This early progress bodes well for the Derby City Council in its aspiration to become an exemplar throughout the country with this initiative.
20. Derby City Council is proactive in seeking to transfer assets to the community. One such initiative is the transfer of the lease of its closed theatre to the University of Derby which has provided a means of this facility being re-opened after being closed for eighteen months. Derby City Council is also active in seeking out opportunities for transferring community assets and sports centres to community groups and social enterprises.
21. Derby City Council has been proactive in securing funding from the Department of Health to support in delivering improved services to carers. As a result of this work the authority is now better able to reach a greater number of carers from a more diverse range of groups than before. Additionally, through its work with Derby Race Equality Council a more representative profile of carers accessing help and services provided is available.
22. Derby City Council takes a judicious view on how it intervenes in relation to the faith agenda. It has on a number of significant occasions intervened appropriately (e.g. homophobic issues at Pride, in relation to adoption/fostering arrangements).
23. There is an effective equality and diversity network involving partners in Derby with a joint multi agency approach to promoting equality. A benchmarking exercise undertaken has helped to raise equality standards with partner organisations and has also enabled the effective use of resources in the current challenging times as regards financial constraints in the public sector. Derby City Council has played a leadership role in sharing good practice and joint work has contributed to wards avoiding 'consultation fatigue' and duplication of efforts.
24. There is effective use of Information Technology by the Derby Equality and Diversity network to share data among partners in order to gain a better understanding of the communities they serve. A main example of this is the partnership shared drive BOX.NET as well as the partnership website.
25. Derby City Council worked in partnership with the Primary Care Trust and service users to re-commission its day centres service for disabled people. The result of this has been to make these facilities a more proactive resource and a means for helping to support disabled people on to employment.

26. The Derby City Council disability hate crime initiative Safe Places is a good example of partnership working with service users placed at the centre of all considerations about the most effective ways of delivering the best outcomes possible.

Areas for consideration:

27. It is clear that Derby City Council is committed to consulting with its communities as a means of shaping deployment of resources and approaches to delivery. However the extent to which the organisation feeds back to members of the community it has consulted with could be more consistent. It will be important for example to ensure that the process whereby EIAs result in changes to policy and inform budget decisions are reported and communicated more comprehensively. There is an opportunity for this to be more clearly articulated in terms of how and when these changes happen along with clear information on the rationale behind final decisions.

28. Derby City Council is committed to utilising EIAs as a means of testing and developing policy and strategy. However concerns were expressed that EIAs are not yet being used adequately in ensuring that elected members were fully advised of their equality duties when making decisions. The council would do well to identify means of ensuring that these are fully considered and may wish to consider practice from elsewhere which would assist in this being achieved.

29. There is room for the overall EIA process to be strengthened in terms of communicating to the community at large precisely how they contribute to the decisions on delivering strategic outcomes. This would allow the council to demonstrate yet further how EIAs have a direct impact on the how the authority does business.

30. Derby City Council's EIAs are particularly strong in service improvement considerations with regard to disabled people and these are demonstrated and communicated very effectively in the public realm. It is important that this positive focus is reflected as explicitly by the council across all equality constituencies with particular regard to religion and sexual orientation.

31. Derby City Council has demonstrated a strong example of good practice in procurement and commissioning in relation to how it provides services to Children and Young People. There is an opportunity for these positive arrangements to be replicated more widely across the council in order to influence a more corporate approach to procurement to ensure that strong equality outcomes are delivered through effective commissioning. This would put in place a model for the whole council which is better utilising some of its inherent strength.

32. Management processes for how to use the new facilities within the Council House could be given greater consideration than is currently the case as these do not appear to be part of the design brief. There are some in the organisation who are trained in Easy English and Aphasia friendly information whose skills, support and advice could be better utilised than is currently the case.

33. As mentioned previously the relationship between the council and the JET project is a positive one valued by both sides. However there is room still for the links between the council and the project to be more consistent and sustainable and extended to other parts of the city. It will be important to maintain an ongoing dialogue between the two in order that the expectations that each has of the other are clear at every level of their relationship.
34. Derby City Council's approach to equality is characterised by the strong strategic leadership both politically and managerially. It is important that this is sustained to ensure the senior management team is at all times fully apprised of equality issues and the council's designation of a senior manager to have lead responsibility for this is an effective way of doing this. The council could build on this further by ensuring that the membership of the Equality and diversity Task Group always benefits from expertise and senior level input. This will ensure that the group is able to influence change within each service area or directorate on a sustainable basis.
35. Derby City Council has a clear commitment to engaging with its various communities. This is evidenced by the council having won awards for its use of plain English and having a Plain English Panel which scrutinises documents. There is also a glossary for all staff to use and guidelines to assist in the removal of jargon. In addition the council has ensured that its web site is proof read for Plain English. There is an opportunity for the council to share this practice more widely with its other partners in the city in order that the council's commitment can be shared by all of its partners in the LSP to ensure all of the partnership's communication (which will include messages relevant to the council) is accessible. The team found examples of presentations being made to audiences (which included community groups and non-public sector stakeholders) which could have benefitted from Derby City's principles of avoiding jargon and using plain English. This influence from the council will assist the city in achieving better engaging with all of its communities as opposed to those who are more familiar with municipal language.
36. Derby City Council is aware that there is a need to improve the link between work done via the Inter-Faith Forum and Forum of Faiths and the council's equality agenda. There is an opportunity to do this when the Community Safety Partnership becomes part of Chief Executive's Directorate.
37. As mentioned previously, Derby City Council shows a strong commitment to supporting its LGBT people as reflected by the council being placed at number thirty eight in the Stonewall Work Equality Index of Top one hundred Employers. There is evidence of the council continuing to make good progress in its engagement with, and resource allocation to, organisations such as Derbyshire Friend. It is however important that the council builds on this into the future as there is a feeling from various stakeholders that there is still some way to go in ensuring that this is fully embedded.

2.3 Community engagement and satisfaction

Strengths:

38. Derby City Council's elected members demonstrate understanding of, and sensitivity in, dealing with a range of communities. All Diversity fora are chaired by elected members. There is a clear demonstration of cultural awareness in relation to effective engagement with Roma communities, dialogue with the Muslim community and good links with Sikh community groups.
39. Some further examples of these included the positive work that elected members on the Scrutiny Commission have undertaken with diverse Muslim community groups to agree on a common approach to Muslim burials. Also Derby City Council is leading a task group of statutory partners to support a newly arrived Roma community. This is already having a positive impact and members are an integral part of this work.
40. Derby City Council has made a concerted effort to secure the active involvement of community representatives in taking forward findings from EIAs. The EIA of Community Legal Advice Centre (CLAC) identified that access by Chinese and Irish communities was low and on the back of this the council proactively intervened by devising an action plan focussed on increasing usage. This EIA also identified that forty six per cent of the LGBT community had experienced work place harassment and the council moved toward a proactive support role culminating in funding being provided to the main LGBT Umbrella organisation, Derbyshire Friend, during 2010.
41. Derby City Council is very proactive in working with various community fora and the council can point to a number of such groups which it manages and uses in a dynamic way. These include the Disabled People's Diversity Forum, Gender and Sexuality Diversity Forum and Minority Communities Diversity Forum which are all in place and active. The Disabled People's Diversity Forum is very well attended and includes in its membership elected members. The group is also well representative of the different impairment strands.
42. Derby City Council effectively takes the leadership role around Community Cohesion. Through its leadership of discussions on the city's Community Safety Partnership, issues relevant to extremism were better addressed through the 'Faith Matters' publication.
43. With regard to community cohesion, there is evidence that effective community engagement by elected members resulted in the Sikh community becoming involved with and utilising a multi-cultural community centre. The outcome of the effective community leadership by elected members is that whilst the initial aspiration had been the establishment of a facility specifically for the Sikh community, this community engaged with a centre focussed on the whole ward area as opposed to being one designed for their own ethnic group only. In relation to this particular theme, stakeholders who contributed to the peer challenge discussions had specific praise for Derby City Council employees facilitating the Multi Faith forum as their invitational attitude brings people to a place where they are comfortable to share and have a dialogue.

Areas for consideration:

44. Derby City Council is clearly committed to working closely with the various fora in the city. There is an opportunity for the organisation to build on the progress it has made by working to ensure that the membership of these groups is more uniform and better reflects the communities these for a represent. The council has reviewed membership of this forum and the team would encourage the council to keep these under review on an ongoing basis to ensure that they continue to benefit from the input of any newer and emerging communities in Derby as the city's communities become more diverse into the future.
45. Derby City Council like any other organisation is faced by the challenge of spending constraints. This being said, a significant amount of good work has gone into engendering effective engagement and involvement. It will be important that the council, in the absence of a dedicated community development function, identifies ways in which the current levels of engagement can be both preserved and enhanced into the future. There is a risk that the impact of budget cuts could result in significant losses to engagement work in communities of need. The danger of this happening could be that in the absence of a regular presence, the ability of certain communities to continue to engage on cohesion issues will be compromised. It will be vitally important for the council to clearly identify its strategy and response in order that the benefits of previous engagement work is not lost.
46. Derby City Council's elected members demonstrated a great deal of passion for taking forward a leadership role in driving forward Equality and diversity issues. For example Cabinet members chair the Diversity Forums. There is an understanding across the spectrum of the major parties in Derby that this is a priority to all parties and the commitment (irrespective of administration) is clear in Derby. There is an opportunity to build further on the political leadership and drive for this agenda by ensuring there is healthy challenge to strategic direction of the council by utilising a stronger approach to scrutiny by non executive councillors. It was not always clear as to how consistently the scrutiny function is influencing equality activities (e.g. value/quality of EIAs, involvement in other areas of equality). There is an opportunity for Derby City Council to strengthen this element of council's accountability functions.
47. Derby City Council is integrating its cohesion functions within the Chief Executive's Department which sends a powerful message about the corporate nature of this area of the council's work. Location in this part of the organisation could also serve to utilise the expertise across a wide range of disciplines which is important in delivering on the full gamut of considerations that are relevant to cohesion. It is important that Derby City Council maximises the opportunities provided by this location and establishes clearly how the various departments and thematic areas will influence and support this with clear plans of action and joined-up strategy. The council would do well to avoid the risk of cohesion becoming 'everyone's business' without a clear understanding of how each part will support this as this could cause it to become 'nobody's business'.
48. The Council has a commitment to utilise the full benefits of effectively using EIAs in driving service improvement. It is clear that Derby City Council is keen for this

information to influence what it does and how it communicates the reasons for decisions and the direction it takes. Whilst the council makes all of its EIAs available on its website, there is an opportunity for the council to check with all its various communities that these are as accessible as the council wishes for them to be. This will support the council in its wish to gain input from the community to this process as a means of continuing improvement. The team would encourage the council to keep how it communicates EIAs with its various external stakeholders under review to satisfy itself that the most appropriate means of engaging with various groups are being utilised and maximised.

49. Derby City Council along with all authorities in the country will have to explore and identify different ways in which its services are configured and delivered at a time when there are real challenges in relation to the level of resources that will be available. It could be argued that, more than ever, clear rules of engagement to which various sectors can sign up with regard to delivery and partnership expectations are a critical part of the future success. There is an opportunity for the Derby City Compact to be brought to bear in this regard.
50. There is a perception among some partners that the Compact is no longer used or relevant for the council. There is an opportunity for Derby City Council to revisit this as part of the wider debate around themes such as localism and the Big Society to which political leaders at the council are clearly committed. An effective compact provides a framework for joint working as well as being a means of agreeing how resources might best be deployed in partnership contexts. The Council would do well to consider further how this might strengthen the involvement from third sector groups (e.g. LGB, transgender, sexuality, age, religious organisations) in consultation over resource deployment and funding streams.
51. The Review of CLAC 2007 EIA showed evidence of LGBT experience taken from the Pride survey. The review flagged up some key concerns in relation to there being no monitoring of sexual orientation and gender identity status at any of the advice services or action identified to undertake monitoring. There is an opportunity for Derby City Council to work with its LGBT partners organisations more closely to progress this issue and consider what resources may be required in delivering the best outcomes for these communities.
52. The work of the council in relation to its Multi Faith Forum is highly regarded by many of its stakeholders. There is some work still for Derby City Council to do along with its partners in developing a clearer, shared understanding of how faith issues are part of and contribute to the Equality and diversity agenda. There is an opportunity for some of the links through to cohesion agenda, tension monitoring and intervention to be strengthened. Effective engagement with these various communities can be a means of delivering services more cost effectively.
53. Derby City Council has changed its approach to voluntary sector grants for 2011-2015 after consulting effectively with service users (especially from the BME communities). In order to continue to build on this good work, the council should keep this under review into the future so as satisfy itself that the needs of all of its various communities are being fully considered at all times.

2.4 Responsive services and customer care

Strengths:

54. Derby City Council has deployed a comprehensive and inclusive EIA programme on budget setting across the council as a whole. In determining its budget for 2011/12, Derby City Council consulted effectively with all its diversity fora in one meeting ensuring a level playing field of knowledge about service proposals.
55. Derby City Council uses procurement very positively in its commissioning of Children and Young People's services utilising comprehensive consideration of equality at Pre Qualification Questionnaire phase in the procurement cycle. It shows clear embedding of equality principles and relevant outcome based EIAs. This approach could be used as an example of excellent good practice which could be spread across the organisation as well as being applied elsewhere.
56. There is evidence that Derby City Council has deployed resources effectively with the aim of increasing access to information for various communities. For example the Migration Impact Fund (MIF) funded Polish residents to be trained and accredited as translators. The council's initial intervention is to address the immediate need with a longer term approach to seek to improve English speaking skills.]
57. The council uses data and customer feedback well in planning services. The Council's customer contact centre is well designed and well thought out and it is clear that this was achieved through EIAs being carried out throughout the process considering both the external and internal effects. As a resource, this centre is clearly recognised as a partnership resource (e.g. National Health Service, ICAS (Health Advocacy) and Fostering and adoption services are utilising this resource jointly and effectively.
58. Derby City Council's Children and Young People's Plan was felt by the team to be an excellent example and model of best practice that could be applied across the council as a whole and replicated in other councils around the country. This is because it shows clear embedding of equality principles and relevant outcome based EIAs. There was clear evidence of responsive services demonstrated by annual CYP action plans with recognition of changing priorities of the CYP services in Derby year on year.
59. Derby City Council is using its EIA processes effectively in reorganising the CYPS service for young people. An example of this is the change to the service, informed by these EIAs, in ensuring that young people accessing various services are accompanied by appropriate adults, which is adding another layer of security for services users.
60. Derby City Council has EIAs to prioritise initiatives and improving health outcomes for young people targeting health education initiatives around diet and dental hygiene. This is a positive approach to ensuring that targeted needs are being addressed.

61. As a result of an EIA, Derby City Council has devised an action plan recognising the need to improve its knowledge of the needs of LGBT carers of older people. Also as a result of an EIA, Derby City Council established a befriending service to better support the needs of disabled people in Derby.
62. Derby City Council is offering responsive services to teenage girls to help them become physically active through Dance Classes supported by other partners. This is identified as positive proactive provision of appropriate services for young people
63. Derby City Council's Youth Club provision by Darley Barn is very beneficial to young people effectively catering for service users from different backgrounds and differing levels of impairment. They target the vulnerable and enable young people to access other services. Some young people have become role models for other young people in the community after they themselves have been through the programme. One volunteer is now a trained youth worker at NVQ Level 2 and took part in the V talent project. This was evidence of an effective approach to using young people themselves as advocates for improved service provision and access.
64. There was evidence of improved outcomes from vulnerable young people (including those with severe impairments) through using the Darley Barn. There was evidence from services users that the facility provides opportunities for whole family activity whilst building the confidence of young through their enhanced ability to develop friendships and their own sense of independence. Young people fed back that they felt they were being accorded the level of respect they would wish for.
65. Parents of disabled children are involved in decision-making via a number of groups which all enable parents to influence service provision for disabled children. The team received positive feedback on this as a result of a visit to the Lighthouse facility. The instigation of Lighthouse as a one stop facility with service providers and professionals under one roof is a notable positive approach to increasing access and ensuring services are fit and appropriate to meet various needs. This initiative was one which the team was particularly struck by and felt it to be a truly excellent facility.
66. Customer needs including those of disabled people are being proactively identified as plans for the new Council House move ahead ensuring that citizens of Derby are fully engaged with decision making. This development is an integral part of an ambitious transformation programme for the city.
67. Derby City Council is achieving a ninety percent pass returns on bullying as reported by schools. This is a notable success covering groups across race, sexual orientation and disability. It is clear that a climate has been created in Derby where schools understand the need for this monitoring.
68. Derby City Council based decisions for eligibility criteria for charges for Adult Care Services on EIAs demonstrating a clear consideration of equality issues.
69. In terms of communication 'Derby live' theatre has captioned and transcribed (audio and BSL) performance directly as a result of resident feedback. The Leisure services guide clearly shows facilities available at each centre thus improving

possible access for a wider range of communities and stakeholders. This is a practice which is undertaken across the council as a whole..

70. Derby City Council has improved its knowledge of BME carers so the percentage of BME carers is more proportional to the percentage of BME people in the overall population.
71. Derby City Council has established a network of cafes for people with dementia and their carers including cafes for members of the Asian community. The council is also promoting the use of carers' personal budgets so people from minority communities can buy what they want rather than what people think they need. More resources have been made available to engage with BME communities in relation to dementia outreach and community cohesion projects.
72. Derby City Council is proactively utilising engagement activities to promote disability sport (e.g. equipment loan scheme, specialist sessions and sign posting to other provision). This is good practice and is used well by the council. Overall leisure facilities and ability sports programmes in Derby are appropriately responsive and resulting in practical benefits to a wider number of people in the community.
73. Voices in Action, a forum for young people, identified a wish from young people in the Roma community to learn German instead of French as a second language again demonstrating that Derby City Council is adroit when it comes to responsive service provision.
74. Derby City Council re-commissioned its day centres service for disabled adults changing a passive service to a proactive and supportive service for disabled people helping them into employment. The re-commissioning was based on an EIA and consultation with service users.
75. Derby City Council supports the fourteen thousand disability blue badge holders with proactive monitoring of illegal and forged badges by its civil enforcement officers and strongly supports the interests of disabled people using the service.
76. Derby City Council's Safe Places scheme supports people with learning disabilities and is an exemplary model.

Areas for consideration:

77. Derby City Council's view and use of EIAs is positive for the most part. There are however still some pockets in the council where the knowledge and value of EIAs could be deepened among managers and staff to ensure that there is a more uniform understanding and use across the organisation as a whole.
78. Derby City Council needs to fully embed equality and diversity considerations in emerging procurement and commissioning processes. Commissioned organisations will benefit from having equality embedded and included in the Service Level Agreements in order to partner with the council in promoting equality and diversity. In a wider corporate context there is limited experience of procurement contracts being divided into smaller parcels to encourage bidding from smaller organisations.

As mentioned previously this work in a Children and Young People's capacity which is extremely positive and provides a very good benchmark for other parts of the organisation to learn from

79. Derby City Council's current ICT initiatives that support equality and diversity polices and are under development need to be accelerated, continued and embedded (e.g. the customer relationship management system is still under development and the website was 'locked down' pending a review, for example).
80. Derby City Council would do well to keep under review the measures and indicators it uses for improving outcomes for service users across all services. While there is clear evidence of an outcomes focussed performance culture approach, there is still an opportunity for the council to assure itself that the change programme is having the influence on improved service delivery that the council is striving for. Part of this would be for the council to keep a close watch on trends as part of its ongoing analysis of the impact of the programme. This approach will make it help the council in achieving its aim to comprehensively evidence how has influenced and improved service delivery.
81. Derby City Council has made some good progress in its work with parents and carers for severely disabled children. There is an opportunity for the Council service to further improve its approach to adequately supporting families who are in greatest need by raising awareness of the available support to parents and carers (e.g. the Parent Participation Forum).
82. Derby City Council's Change Champions initiative is an excellent idea. To ensure it is able to have a sustainable positive impact it will be important that they are developed and practically supported in a more comprehensive fashion. There is an opportunity for the council to work with this cohort to identify the kind of support which would have the greatest impact and benefit.

2.5 A modern and diverse workforce

Strengths:

83. The reputation of council staff working within its equality and diversity function is very positive and highly regarded throughout the organisation and the wider community
84. Derby City Council is responding well to the needs of its diverse workforce by introducing an internal Social Media service where employees can express their views about transformation and the change in services
85. Derby City Council is responsive to the needs of its diverse workforce maintaining a listening approach to Trades Unions and there was evidence of good communication and positive joint working between the two in dealing with the challenges emanating from the necessary reduction in staff numbers in light of current austerity measures at a national level.

86. Derby City Council is proactively involving all its employees and community stakeholders in plans for the New Council House which will support the need of a diverse workforce
87. Derby City Council is making effective use of partnership with University of Derby in delivering its Leading Managers programme and in referring the support for women and BME managers. The Leading Manager programme has supported 164 people – 83 women and 81 men (15 BME in total) making an effective contribution to creating a diverse workforce. The initiative supports Equality and diversity in the workforce through accelerated learning and developing innovative approaches to developing leadership skills. Participants confirmed that some of the greatest value of the programme came from support through networking
88. Derby City Council has offered apprentice opportunities to the BME community in its most deprived wards through partnership with JET, benefitting 103 people in a twelve month period. The council's Housing service recruited full time employees as a result of the focus on recruitment from the Pakistani community.
89. Derby CC is committed to making 'reasonable adjustments' to support disabled employees and elected members which also assists in recruitment and retention. 'Train the trainer' sessions delivered to staff on the particular issues of communication following stroke and the course was regarded as having been effective due to having had a strong practical element. Learning from this has been disseminated across the organisation
90. Derby City Council has simplified its application process for manual jobs to allow easier access into the organisation. Once employed, officers are offered basic skills training and career support as part of their ongoing development. This includes mandatory equality introductory training delivered by a selection of training providers including staff representatives
91. Derby City Council has been proactive in establishing staff network groups (e.g. LGBT Employee Network, Disabled People's Employee Network and Black Employee Support Network). There is evidence of some positive benefits being seen by staff. For example the LGBT employee network has attracted more members on the network group and its newsletter is mentioned on the Stonewall workplace index. The Black Employee Support Network has a refreshed action plan and a budget of two thousand pounds for an all staff network. The Disabled People's Employee Network's website has benefitted from a revamp.
92. Derby City Council gives time off to its staff to attend staff network meetings. Feedback from groups was also encouraging. Disabled staff indicated that they felt well supported by the organisation. The LGBT employee network can point to an increase in the number of new members, a revamped approach, support which includes publicity and admin support and the availability of support for families of gay people.
93. There is a corporate approach taken to ensuring that there is more integral support for disabled employees. This is led centrally by the council's Human Resources function providing an extra level of monitoring and management so that effective

provision does not depend on the awareness of line managers alone in relation to relevant issues and needs.

94. Derby City Council ensure an EIA is carried out on each significant suggestion received through the staff suggestion scheme which has been positively received.
95. There is evidence that staff are gaining confidence to challenge the validity and quality of EIAs due to increased awareness of the process.
96. Member development is being proactively addressed re: Equality and diversity issues through the 2011 induction programme for new members.

Areas for consideration:

97. Derby City Council has an opportunity to address the sometimes inconsistent application of policies across the authority and its partnerships. There is evidence of some inconsistency in the way and manner in which managers are handling grievances. There is an opportunity for the council to provide training for managers to better equip them in dealing with cross cultural challenges and the handling of grievances.
98. Derby City Council would benefit from a review of its grievance policy and to consider the introduction of informal routes to express grievances. When asked about the effectiveness of grievances, there is a strong view that policies have some way to go toward being completely reconciliatory. There is also a need for council policies to be delivered more effectively in partnership/arms length organisations and some joint work on how this might be achieved would yield some benefit.
99. Derby City Council's staff monitoring across all protected characteristics could be improved. In the current circumstances facing the public sector, there would be some merit in the council undertaking EIAs to assess how restructuring will impact on the workforce profile.
100. Derby City Council has made progress in relation to recognising the needs of its LGBT staff. There is evidence of the council taking corporate action on defacing of LGBT network posters to enforce a culture not tolerating such behaviour. There is evidence however that this progress needs to be built upon as there remains some uncertainty among staff about how LGBT friendly the council as a whole is. There is an opportunity for the council to continue to build on its good previous work by continuing to work with LGBT staff to ensure that any remaining concerns are clearly identified and addressed in partnership with staff..
101. Opportunities exist for Derby City Council to better coordinate its training and development in Equality and diversity. Training seems to be incomplete and follow-up, development and management training would benefit from further regulation and uniformity in its delivery. The authority may wish to give some further training for both managers and staff on equality issues.

102. Derby City Council in reviewing all of its provision would benefit from considering what further support and resource may be required by staff on management committees of equality networks

3. Examples of innovative projects and initiatives

- ❖ Corporate approach to using EIAs in budgeting decisions
- ❖ Children and Young Peoples Procurement
- ❖ Safe Places project
- ❖ Collaboration between Derby City Council and Derby County Football Club
- ❖ Leading Manager programme
- ❖ Lighthouse Project
- ❖ Leisure Services use of audio and BSL
- ❖ The DVD produced and filmed at Derbyshire Pride to get a range of views under the 'three wishes campaign to draw up the Derby Plan
- ❖ The Derby Equality and Diversity Network
- ❖ The proactive campaign by Parking Services to combat people's Blue Badge abuse which received national TV coverage
- ❖ The council's approach to LGBT fostering and adoption

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