



Tailoring our Equality and Diversity
Strategy for Worcestershire

Extract from the Project Initiation Document

1 Project Background

1.1 Project Overview

The Capacity Building Fund will allow all Worcestershire authorities to work together to enable diverse community participation. The resulting work programme following the successful bid will promote cohesion across the county and focus residents' needs in relation to the six strands of equalities.

This is a new area of work for all Worcestershire authorities. It will build on work that has already been successfully implemented in the area of race equality and develop this on a countywide level. And most importantly it will develop organisations diversity work in relation to gender, sexual orientation, age, disability, and religion and belief as well as ethnicity. This project will provide a single equalities framework for Worcestershire and also meet the requirements of the Equality Standards for Local Government. The communications actions will promote cohesive communities by developing cultural awareness and tolerance between different social groups. This project will be the largest community cohesion project ever implemented in Worcestershire and will make all of our communities stronger and more prosperous.

1.2 Project Objectives

The project will focus on five key areas:

- 1.2.1 **Initial mapping** – to develop a “real time” understanding and working appreciation of the macro (external) and micro (internal) issues affecting 5 District Councils and the County Council

This will specifically look at the capacity to develop and adopt an agenda to combat inequalities in access and opportunity for people living and working in Worcestershire.

- 1.2.2 **Community engagement** – establish a series of networks and events to focus on strands of equalities and open up dialogues between community groups, which will assist with equality impact assessment and consultation, and provide feedback.

- 1.2.3 **Capacity development** –to validate that all Councils are at Level 2 of the Equality Standard for Local Government and to agree the framework for reaching Level 3 and sustaining Levels 2 and 3.
- 1.2.4 **Training** – to develop an equality and diversity training programme which will be an ongoing process through the development of materials and a ‘train the trainer’ programme to improve Councils’ performance on the Equality Standard for Local Government.
- 1.2.5 **Evaluation** – To share learning from the project across the West Midlands region through the Strategic Authorities Group and through existing networks with fellow Equality and Diversity departments at both County and District levels. To evaluate the progress of all partners in achieving required standards.

1.3 Investment

Total value of Capacity Building Fund (CBF) award £232,737.50

This will be supplemented by a minimum of 10%
in kind contribution from partnership. £ 23,000.00
(Partner contribution minimum £3,866)

The CBF contribution is made up of the following elements.

Project Planning	£ 20,000.00
Mapping	£ 38,000.00
Community Engagement	£ 71,500.00
Capacity Development	£ 5,000.00
Training	£ 49,000.00
Evaluation	£ 33,000.00
Management Apportionment (7.5%)	<u>£ 16,237.50</u>
	<u>£232,737.50</u>

2 Project Approach

2.1 Project Stages

This project has six stages as follows:

- Stage One – Project Planning
- Stage Two – Mapping
- Stage Three – Community Engagement
- Stage Four – Capacity Development
- Stage Five – Training
- Stage Six – Dissemination and Evaluation

3 Project Scope

3.1 Exclusions

- 3.1.1 This project does not cover the external validation of Level 3 of the Equalities Standard for Local Government for any of the partner Local Authorities.
- 3.1.2 This project does not include the delivery of training to staff within each authority.
- 3.1.3 It does not remove the need for each local authority to continue to develop their own Equality and Diversity work and to fulfil their statutory equalities responsibilities. For example, meeting the Equalities Duties through the implementation of action plans and monitoring and reviewing; undertaking Equality Impact Assessments in order to improve services and employment opportunities; set and meet BVPI targets. This project, though, will significantly assist in that work. Examples are improved partnership working and sharing of knowledge, joint consultation exercises which will lead to improved services and employment opportunities.

3.2 Assumptions

- 3.2.1 All partner local authorities continue to be committed to the project.
- 3.2.2 All partner local authorities are prepared to commit officer time to the project and at the times required.
- 3.2.3 There is no overt or covert action to undermine progress by any authority;
- 3.2.4 Statutory requirements and the Equalities Standard for Local Government do not change significantly.
- 3.2.5 The Capacity Building Fund award is not withdrawn for any reason.
- 3.2.6 Adequate clerical/administrative support is available to support the project.

3.3 Constraints

- 3.3.1 Budget of £232,737
- 3.3.2 Limited staff resources available.
- 3.3.3 Procurement rules.
- 3.3.4 Unable to deviate from original objectives within the approved bid to WMRIEP

3.4 External Dependencies and Contracts

- 3.4.1 External validation of Equality Standard for Local Government Level 2 by December 2007.
- 3.4.2 Equality Standard for Local Government doesn't change.
- 3.4.3 External expertise being available to validate Level 2 and for other parts of the project.
- 3.4.4 Public taking part in community consultation exercises.

3.5 Procurement

Worcestershire County Council's procurement rules will apply to contracts under this project. Procurement process will begin in July 2007, with the aim of appointing a consultant(s) by the end of November 2007. The Consultant'(s) work will be complete by the end of October 2009.

4 Financial Management

To monitor expenditure we will use Worcestershire County Council's SAP System.

5 Human Resource Management

Worcestershire County Council's HR procedures and conditions of service will apply if any recruitment is undertaken.

6 Equality and Diversity

Throughout this project the Project Steering Group and the Project Management Team will promote equality of opportunity and respect for diversity.

7 Workstreams

1. Mapping	
Research analysis of Ethnic and Gender geo-density	Report produced and distributed. Feedback on research and evaluation of use made of report
Research report on current structures	Report produced, distributed, and evaluation of use made of report
Research report on current equality and diversity policies and practices	Report produced, distributed and evaluation of use made of report
Survey on employee awareness, understanding and importance rating of equality and diversity	Report produced, distributed and use made of findings
2. Community Engagement	
Participation Strategy	Strategy produced, communicated and evaluation of use made of strategy
Networking events and open surgeries	Number of events Number of attendees and feedback from attendees
Community Advisory Groups	Community advisors recruited, roles and responsibilities agreed, chair selected, meetings organised
Equality Forums	Number organised Number of attendees / feedback
Annual Consultation Events	Number organised Number of attendees / feedback
Targeted Work Experience for under represented groups (work placements)	Number of placements Feedback from individuals
Job Fair	Event organised, number of visitors / feedback Number of staff involved
DVD on Council services aimed at minority groups	DVD produced, issued and feedback received
Questionnaire and feedback forms on Website	Number of hits and questionnaires completed

3. Capacity Development	
Employment Equality Assessment of Labour Market	Assessment undertaken, report produced, distributed and evaluation of use made of report
Assessment and validation of Level 2 of the ESLG	External validation of Level 2
Framework for achieving Level 3	Framework agreed and implementation started
4. Training	
Training Needs Analysis	Survey / interviews of employees within partnership and analysis
Equality and Diversity Training Strategy	Strategy produced and Buy-in from partners
Training Programme	Programme designed
Training Material	Materials produced
Train the Trainer Programme	Programme and trainers identified Programme delivered
5. Dissemination and Evaluation	
Publicity of initiative at regional and national level	Number of press releases in different media
Evaluation methodology and model	Methodology agreed and implemented
Photographic Library	Digital quality photographs
European Year of Equal Opportunity Conference	Number of attendees Feedback from attendees
Closing/Lesson Learnt Conference	Number of attendees and feedback from attendees

8 Risks

8.1 Business Risks

- 8.1.1 Potential litigation as a result of failing to adhere to legislation.
- 8.1.2 Failure of project would have a negative impact on the Councils reputations.
- 8.1.3 Government changing its standpoint on equality and diversity work would impact on this project.

8.1.4 Project could become an excuse for inaction by the Council on equality and diversity.

8.2 Project Risks

8.2.1 Commitment from all Partners.

8.2.2 Capacity of individuals on the Project Management Team.

8.2.3 Consultants overspending.

8.2.4 Consultants not delivering to specification.

8.2.5 Ridicule of project by press, members and officers.

8.2.6 Lack of co-ordination of actions.

8.2.7 Consultation fatigue.