

Step By Step Guide:

Reaching the Equalities Standard

with Indicators of
Cultural Competency

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Contents Page

Introduction	3
The Equality, Diversity and Inclusion Toolkit	4
The Step By Step Guide	5
Poster	6
Cultural Competency and Recovery Capital	11
Cultural Competency	12
Performance Areas – Commitment and Communication	13
Performance Areas – Mapping and Gapping	14
Performance Areas – Engagement and Representation	15
 Annex:	 16
1.1 Equalities Standard - Indicators of Cultural Competency	16
2.1 Definitions	29

Introduction

The Equality, Diversity and Inclusion Toolkit

In April 2013, the Diversity Trust published an 'Equalities Standard' for Substance Misuse Service providers in partnership with Bristol City Council's Substance Misuse Team.

The Equalities Standard was the final piece of the puzzle and meant that the Equality, Diversity and Inclusion (EDI) Toolkit was complete. The EDI Toolkit Includes:

- The Equality Through Provision and Within Practice Guide (The Guide)
- Diversity Toolkit (DVD)
- Equalities Standard (Including EDI Factsheets and Checklists)

For more information see page 4.

The Step By Step Guide

This is a new resource that is a guiding mechanism for reaching the Equalities Standard. It provides a step by step process that will change the way you work.

It includes the important 'Indicators of Cultural Competency'.

Providers need to take practical steps towards achieving equality, diversity and inclusion and build a culturally competent workforce.

The step by step guide simplifies the Equalities Standard into a practical and realistically achievable process.

It is the closest thing to having your own equality, diversity and inclusion specialist with you at each step.

Indicators of Cultural Competency

This resource:

- Provides practitioners with the tools to identify the evidence and understand what is meant by Cultural Competency.
- Supports providers to achieve Cultural Competency.

All of the resources will be available to download at: www.diversitytrust.org.uk

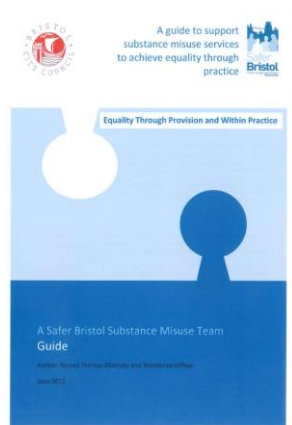
The Equality, Diversity and Inclusion Toolkit

The EDI Toolkit consists of 3 resources:

- The Equality Through Provision and Within Practice Guide (The Guide)
- Diversity Toolkit (DVD)
- Equalities Standard.

The Guide

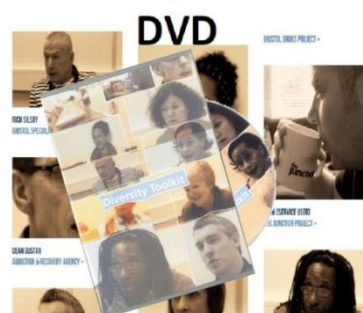
The Guide supports providers to deliver discrimination free services, follow equality legislation and promote and respect the equality, diversity and inclusion needs of service users and staff.



DVD

This DVD includes examples of good practice from providers, peer mentors and service users to depict a unique picture of Bristol's substance misuse provision.

Diversity Toolkit



The Equalities Standard

The Standard introduces 4 levels of achievement:

- Foundation.
- Preliminary.
- Intermediate.
- Advanced.



Step By Step Guide

The Equalities Standard has been re-organised to follow the Change Process (See **Figure 1.1**) in order to represent how change should take place.

The process is guided by four linked mechanisms of change that direct initiatives and actions:

Foundation
Preliminary
Intermediate
Advanced

Figure 1.1: Change Process



1. **Review** includes the following stages:

 - Gathering and Understanding.
 - Scoping and Priorities.
 - Resources , Measures and Target.
2. **Implement** includes:

 - Planning Stages.
 - Action Stages.
3. **Monitor** includes:

 - Mid Review Stages.
 - Analyse Stages.
4. **Preparation** includes:

 - Progression Planning Stages.
 - Development Stages.
 - Sharing Stages.

The poster on page 6 represents the process for all to follow when planning next steps to equality, diversity and inclusion.

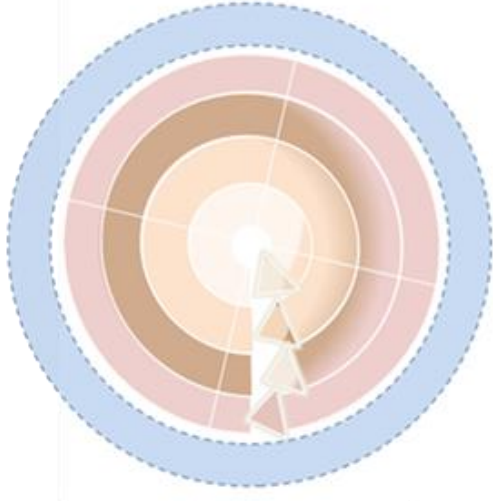
The initiatives and actions located in the Equalities Standard have been consolidated within the change process to create a new simplified plan that allows for individualism, creativity and innovations in a less bureaucratic model.

The following pages will provide more specific information on the actions required to meet each level of achievement.



EQUALITIES TOOLKIT

STEP BY STEP GUIDE



Preparation

Monitor

Implement

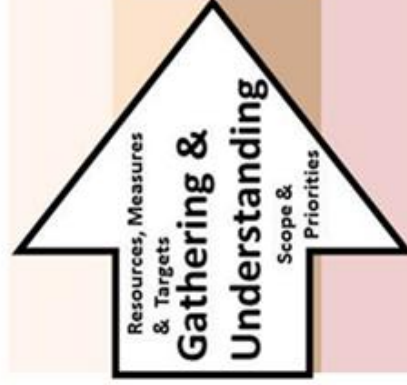
Review

Foundation
CYCLE

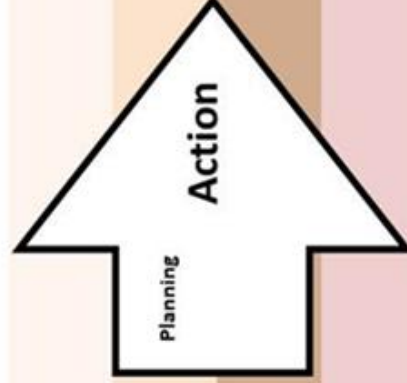
Preliminary
CYCLE

Intermediate
CYCLE

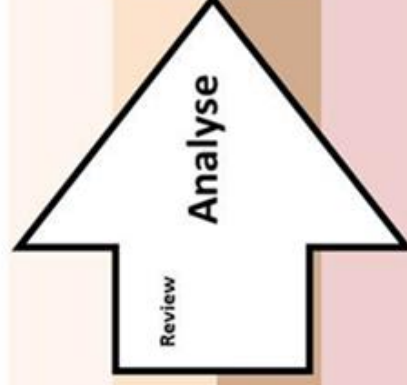
Advanced
CYCLE



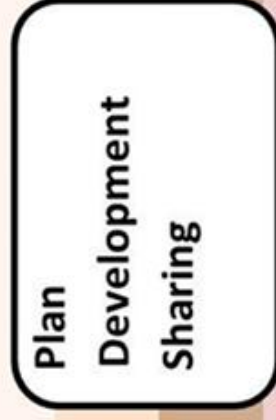
- Diversity Profile
- Needs, Interests and Aspirations.
- Local Labour Market
- Barriers
- Good Practice
- Diversity Gaps
- Changing Needs



- Mechanisms and Structures
- Action Plans
- Leads
- Policies
- Investments, Resources and Actions
- Training



- Service user Satisfaction
- Diversity Objectives
- Funding Decisions
- Cultural Competency
- Discrimination, Harassment & Bullying



- Gather Evidence
- Good Practice in Provision
- Pilot Programmes and Initiatives
- Robust Information
- Publicise successes
- Benchmark Achievements
- Generate reports

Review

Foundation Cycle

Explore the extent to which you are achieving EDI in all areas.	Engage with and find out about the needs and aspirations of ECs.	Recognise existing good practice in EDI.	Set targets to increase representation.	Plan ways to meet the needs of ECs.
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Preliminary CYCLE

Review EDI information and engage and consult ECs.	Identify good practice initiatives, and work in partnership to achieve these.	Examine your understanding of the barriers ECs face and the challenges to engagement and employment.	Ensure you understand the interests and needs of ECs.
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Intermediate CYCLE

Collect information on ECs using a range of techniques.	Identify EDI needs and gaps.	Ensure appropriate partnerships are in place to set and achieve joint EDI objectives.	Analyse and mitigate adverse impact by allocating resources and actions.	Ensure contracts and agreements take account of EDI.
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Advanced CYCLE

Check the quality of evidence regarding ECs and changing needs and trends.	Review the impact of initiatives, resources and actions, keeping what is successful and most effective.	Have a shared vision for EDI with targets that meet the needs and aspirations of ECs.	Set targets towards CC ensuring all have a clear knowledge and understanding of EDI.
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Implement

Foundation CYCLE

Assess decisions for adverse impacts on ECs.	Consider EDI and ECs in funding and resource decisions.	Prioritise a diverse and representative workforce.	Identify, prevent and deal with discrimination, harassment and bullying.	Promote your EDP through ECs groups and organisations.
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Preliminary CYCLE

Ensure ECs are effectively consulted and engaged in service planning and delivery.	Ensure partnerships are sustainable and that strategies identify EDI objectives.	Assess adverse impacts on equalities communities and the PSED.	Allocate resources to improve and benefit under-represented ECs.
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Intermediate CYCLE

Actively Ensure ECs influence priorities and YSWD feedback is given.	Improve EDI outcomes.	Key stakeholders to understand EDI actions and the EDP to be shared with all.	Take steps to ensure that the workforce are CC and understand EDI.	EDI information to be included in induction, performance reviews and appraisals.
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Advanced CYCLE

Have effective forums in place to challenge, scrutinise and evaluate priorities.	Ensure all ECs are satisfied that they have had their views taken into account.	Ensure that the EDI policy exceeds expectations and adds value.	Action a range of innovative processes that deliver EDI and CC outcomes.
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Monitor

Foundation CYCLE

Monitor EDI in contracts and agreements that on impact ECs and the PSED.	Carry out a TNA of staff establishing the profile of those accessing training.	Monitor the local labour market and barriers to a diverse workforce.
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Preliminary CYCLE

Assess whether service services are appropriately delivering EDI objectives.	Carry out a TNA with a focus on EDI that identifies the levels of equalities awareness and CC.	Assess the relevant policies that directly relate to ECs and the PSED and amend or developing new ones.
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Intermediate CYCLE

Monitor levels of satisfaction and if needs are being met.	Assess whether outcomes have improved.	Monitor the benefits of EDI training, initiatives, pilots, funding and allocation of resources to ECs	Monitor and analyse discrimination, harassment and bullying complaints, including: agreed actions to be taken, outcomes and levels of victim satisfaction.
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Advanced CYCLE

Review and share a robust EDP.	Increase the frequency of monitoring and reviews ensuring EDI outcomes and the needs of all ECs are met .	Review whether all resources and budgeting decisions pay 'due regard' to the PSED and all ECs.	Regularly monitor and review the level of access to services by ECs.
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Preparation

Foundation CYCLE

Prioritise assessing relevant policies and procedures that impact directly on ECs	Develop a way to collect, measure and analyse data related to ECs to access services.	Develop a way to collect, measure and analyse data related to ECs needs and aspirations.	List identified EC groups and organisations to engage and consult with.	Identify key EDI priorities for ECs.
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Preliminary CYCLE

Ensure there is a satisfactory understanding of good practice in EDI and promote examples.	Have measures to ensure that the diverse needs of all ECs are met.	Identify pilot programmes and initiatives to increase participation.	Collect information and data about ECs and their needs and aspirations.
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Intermediate CYCLE

Ensure those inside and outside the service have a good awareness of the successes in working toward EDI.	Identify additional needs for ECs.	Collate good evidence from monitoring, analysis that you are compliant with equalities legislation.	Collate good robust evidence that the needs and aspirations of ECs are being met.	Ensure that community engagement structures are working effectively.
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Advanced CYCLE

Ensure EDI remains a priority throughout service delivery.	Use the outcomes to actively demonstrate successes and improvements in EDI.	Share good practice across the sector and ensure successes are made public.	Benchmark achievements against comparable others.
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Cultural Competency and Recovery Capital

Bristol Recovery Orientated Alcohol and Drug Services (Bristol ROADS) commissioned by the Bristol City Council's Substance Misuse Team is expected to among other EDI outcomes:

- Have a diverse and representative workforce.
- To continuously work to become culturally competent.

Strang 2012, strongly suggests that recovery should:

- Help people to find opportunities to participate in wider society.
- Be culturally appropriate.

Furthermore Strang speaks of the importance of:

Building on the 'recovery capital' someone needs in order to attain and sustain their recovery: their social, physical, human and cultural resources...treatment's part can, and for many should, be vital and substantial

Strang 2012, highlights the 4 most important kinds of 'Recovery Capital', or resource:

- **Social:** support from and obligations to family, partners, children, friends and peers.
- **Physical:** finances and safe accommodation.
- **Human:** skills, mental and physical health, a job.
- **Cultural:** values, beliefs and attitudes held by the individual.

It is essential that practices value cultural, gender identity, religious, sexual orientation and other forms of diversity as sources of identity and community .

Recovery-oriented provision requires an understanding of an individual in their cultural context and a willingness to provide flexible services which respect individual and group cultural identities.

Cultural Competency

Cultural Competency (CC) is a process, it is a continuous cycle of engagement, learning and development.

It is a process of becoming culturally competent, not being culturally competent.

There are a number of models that have been developed to explain cultural competence.

This model focuses both on the levels of development and the components and uses definitions and terms that directly relate the Equalities Standard.

There are 3 essential areas that contribute to an institution's or agency's ability to achieve a level of cultural competency:

Areas:

- Commitment and Communication.
- Mapping and Gapping.
- Engagement and Representation.

Commitment and Communication

- Demonstrating a Desire (Driving and shaping change)
- Listening and Connecting (Openness and Response to feedback)

Mapping and Gapping

- Knowledge and Awareness.
- Targeting and Achieving.

Engagement and Representation

- Opportunities for Participation and Influence.
- Access and Resources.

The following pages will describe the components of each area in more detail.

For all the indicated/highlighted actions relating to Equalities Standard please see Annex 1.1: The Equalities Standard – Indicators of Cultural Competency



Performance Areas

Commitment and Communication

Demonstrating a Desire (Driving and shaping change) examples include:

- A desire and steps to ensure a learning, developing and an inclusive culture within the 'organisational infrastructure' and 'service provision'.
- A commitment to ensuring EDI considerations are integral to performance and strategic aims.
- An organisational commitment in terms of resource allocation, compliance with the Public Sector Equality Duty, service planning and contract management.
- A commitment to evidence based policy and practice in relation to work on EDI.
- Staff should value EDI and want to become cultural competent.

Listening and Connecting (Openness and Response to feedback) examples include:

- An inclusive, clear, transparent and appropriate communication with different equalities communities (ECs) to enable consultation and identification of needs.
- Understanding and exploring a service users treatment journey and journey to treatment.
- Indication from service users from all ECs that their needs have been met and that their voices have been heard.
- 'Holistic' approaches that take account of the needs of individuals and ECs.
- Gaining ECs respect and trust.
- Having a positive reputation for delivering EDI outcomes.
- Sharing knowledge and evidence with other partners and stakeholders in the voluntary, community and public sector.



Performance Areas

Mapping and Gapping

Knowledge and Awareness

includes:

- An institutionalised knowledge and awareness of the local communities.
- Equality mapping that makes use of both national and local data.
- Recognising that the local community is becoming increasingly diverse.
- Understanding differences between and within ECs.
- Being conscious of the dynamics when cultures interact.
- Understanding where equality gaps are for different communities.
- Identifying priorities and key outcomes.
- Understanding the importance of EDI and reducing inequalities.
- Monitoring the impact of work in reducing inequality.
- The workforce having opportunities for cultural tours and encounters.
- Having the capacity for a cultural competency self-assessment.

Targeting and Achieving

includes:

- Identifying key EDI gaps in order to inform priorities.
- Providing responsive services while considering the needs, identity and culture of service users and the workforce.
- Working with partners both regionally and locally to improve the availability and access to local EDI data.
- Clear evidence that efforts to improve results and outcomes for ECs have been effective.
- Clear evidence that gaps between service users have been reduced.
- Improved levels of service user and staff satisfaction.
- Working together on equalities as an efficient way of addressing local inequalities.
- Developed adaptations of service delivery reflecting an understanding of cultural diversity.
- Success and results with communities above and beyond meeting their cultural needs.

Performance Areas

Engagement and Representation

Opportunities for Participation and Influence includes:

- Actively providing opportunities for ECs to effectively engage on every level including; through consultation, decision making, service provision and in treatment
- Improved and effective community and workforce engagement involving individuals, groups and ECs who may experience disadvantage and inequality.
- Finding creative and innovative ways of involving ECs, service users and the workforce.
- Having the means to involve ECs in decision making as well as service and workforce development.
- Effective engagement resulting in the reciprocal transfer of knowledge and skills among all partners.

Access and Resources includes:

- Working towards and achieving a modern and diverse workforce that looks to represent the service user demographics.
- Demonstrating improvements in diversity and growth of service users from under-represented ECs.
- The portion entering, actively engaging and successfully completing in treatment remains balanced.
- Work to meet the needs of those under-represented ECs.



Commitment and Communication

ANNEX 1.1 Equalities Standard – Indicators of Cultural Competency

Foundation

The provider has made a commitment to work with partners to achieve equality and diversity outcomes.

The provider has a commitment to provide equality and diversity training and equality in accessing training.

The provider considers equality and diversity in all contracts and agreements that have the most impact on service users and the workforce.

Preliminary

The provider has fostered sustainable community and other partnership strategies and working arrangements to achieve local identified equality and diversity outcomes.

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 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.

Intermediate

The provider ensures that equality and cohesion priorities are monitored by partners, committees and boards and appropriate resources are allocated.

The provider ensures that robust equality and diversity training is provided and that equality 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 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.

Advanced

The provider has a coherent vision for equality and diversity which is shared and owned by partners in the local community.

The provider implements appraisal and objective setting in equality and diversity and allocates performance targets for the whole workforce.

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.

Foundation

The provider has a system in place to consider equality, diversity and equalities communities alongside budget decisions.

Preliminary

The provider is assessing budget decisions for the impact on equalities communities.

Intermediate

The provider is assessing and monitoring all resources and budgeting decisions for any impact on equality, diversity and equalities communities. These are monitored and reviewed.

Advanced

The provider clearly evidences through initiatives, robust regular monitoring and reviews, that all resources and budgeting decisions pay 'due regard' to the *PSED and all equalities communities.

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 the 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 the equalities communities they serve. This is shared and regularly reviewed.

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 issues including levels of representation.

The equality 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

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 policies and procedures are compliant with equality 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.

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 provider demonstrates that improvements and equality and diversity outcomes are being delivered. They make this public and share good practice.

The provider identifies possible measures to ensure that the needs of the workforce from equalities communities are being 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

Service Users

Training 2

Good Practice

Foundation

The provider identifies possible measures to ensure that the diverse needs of service users from equalities communities are met.

Preliminary

The provider has appropriate measures in place to ensure that the diverse needs of service users from all equalities communities are treated with dignity and respect.

Intermediate

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.

Advanced

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, from all equalities communities, believe they are treated with dignity and respect.

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.

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

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 the service have a good awareness of the providers success and achievements in working towards equality and diversity.

The service has very good evidence and benchmarks its achievements against comparable others and shares experiences in developing good practice across the sector.

Commitment and Communication

Foundation

The provider has an agreed method of assessing decisions for potential adverse impacts on equalities communities.



Preliminary

The provider is assessing potential adverse impacts to equalities communities from strategies, policies and programmes, on an on-going basis.



Intermediate

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.



Advanced

The provider has equality and diversity objectives identified from impact analysis that have been integrated into strategic plans. Priorities and outcomes are achieved and demonstrated.



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.



Equality legislation and consideration for equalities communities is mainstreamed through the providers 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.



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.

Foundation

Preliminary

Intermediate

Advanced

The provider has a general commitment to achieving equality and diversity.

The provider has made a specific commitment to equality and diversity and an *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.

The provider has basic structures in place to effectively identify, prevent and deal with discrimination, harassment and bullying in all settings and contracts.

The provider has satisfactory structures and systems for dealing with discrimination, harassment and bullying. The provider is recording action taken and outcomes.

The provider has been effectively monitoring and analysing: discrimination, harassment and bullying complaints, agreed actions to be taken, outcomes and levels of victim satisfaction.

There is clear evidence that action taken by the provider around discrimination, harassment and bullying is effective, is regularly reducing cases, and victim satisfaction is high.

The provider has a relevant and current policy for equality and diversity that achieves a basic minimum standard (see the '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.

Planning

Harassment & Discrimination

Policy

Mapping and Gapping

Foundation

The provider is monitoring the local labour market and possible barriers to achieving a diverse workforce from the local community they serve.

The provider has processes and mechanisms in place to collect and analyse data on the diversity profile of the workforce.

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.

Preliminary

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 provider has collected statistically data on diversity profile of their boards, and workforce and has started to analyse.

The provider is gathering information on equalities communities and plans are in place to begin to enable evidence to be used to directly inform policies.

Intermediate

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 gathers good statistical data that demonstrates an increase in the diversity of boards, and in the workforce.

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.

Advanced

The provider demonstrates evidence of improvements in equality and diversity in the workforce and representation from all equalities communities. Successes and good practices are shared.

The provider publicises statistical data that demonstrates the increase in diversity in all areas of the workforce and boards.

The provider has good quality evidence, which is regularly updated and used, of the equalities profile of its communities, and changing needs. Evidence is shared publicly and with partners.

Workforce

Data Analysis 1

Profiling

Foundation

The provider is developing systems to collect and analyse soft and hard data/intelligence about the community and their needs and aspirations.

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 provider has established targets for proportionate representation in the workforce and service provision.

Preliminary

The provider is collecting and analysing Information and data about the equalities communities and their needs and aspirations.

The provider has a satisfactory system of collecting, analysing and measuring data on access to services by equalities communities.

The provider has identified good practice and initiatives both locally and nationally that seek to address under-representation.

Intermediate

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 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 developed initiatives to address under-representation within the workforce and service provision and continues to monitor this data.

Advanced

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

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.

The provider clearly evidences that initiatives have been successful and targets and outcomes have been met. The provider is reviewing the impact of initiatives developed and delivered at the 'Intermediate level'.

Mapping and Gapping

Foundation

The provider considers equality and diversity in funding decisions and allocation of resources.

The provider has identified performance pathways that could be used to support equitable investment and provision.

The provider has plans in place to collect, share and use equality and diversity information on all equalities communities.

Preliminary

The provider makes funding decision and allocates resources towards improving and benefiting under-represented equalities communities.

The provider uses current performance pathways to support equitable investment and provision.

The provider has collected equality and diversity information and where appropriate maintaining anonymity it is shared with partners.

Intermediate

The provider monitors the benefits of funding decisions and allocation of resources on under-represented equalities communities.

The provider has analysed current performance pathways and developed specific programmes to ensure equitable investment and provision. This is monitored and reviewed.

The provider has relevant and appropriate equality and diversity information and data on equalities communities and this is disaggregated and used with partners to assess and set equality and diversity objectives.

Advanced

The provider uses statistical information to demonstrate how under-represented equalities communities have benefited from resource and funding decisions.

The provider uses the outcomes of analysis and specific programmes to demonstrate, report and publicise successes in equitable investment and provision.

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

The provider is undertaking work to find out more about the needs and interests of equalities communities.

Preliminary

The provider has a clear understanding of the diverse interest of equalities communities and a commitment to working in partnerships to achieve these.

Intermediate

The provider is working with other providers to balance diverse, but sometimes conflicting interests of equalities communities.

Advanced

The provider reviews and monitors priorities regularly in the light of changing and conflicting needs and interests of equalities communities.

The provider uses a brief assessment/screening process with the view to undertaking a full assessment around the possible 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 taken to mitigate adverse impacts and improve equality outcomes.

Impact analysis assessments are built into all aspects of the provider's decision making, policies and service reviews. They are reviewed regularly with the most up-to-date information. All results are made public.

Needs Assessment

Impact Analysis

Engagement and Representation

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

Engagement and Representation

Foundation

The provider has methods of consulting and engaging with equalities communities about service planning and delivery.

The provider is promoting their EDP through equality and diversity organisations and equalities communities.

The provider identifies key targets and objectives for under-represented equalities communities including 'reasonable adjustments' within legal requirements.

Preliminary

The provider ensures that local equalities communities are consulted and/or engaged appropriately about service planning and delivery.

The provider is effectively communicating and promoting the EDP and gains feedback from equalities organisations and communities.

The provider implements actions with the aims of influencing and improving outcomes for under-represented equalities communities.

Intermediate

At a service level the provider is meeting a set of equality and diversity outcomes and goals/objectives that meet the needs of all equalities communities. This is reviewed and monitored.

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 is improving outcomes for under-represented equalities communities and is monitoring and reviewing service level satisfaction with services by equalities communities.

Advanced

The provider clearly evidences that they are achieving positive progress across all area of work against the equality outcomes/objectives it has set.

The providers partners and new audiences are aware and engaged in delivering the EDP.

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

The provider identifies target equalities communities that need to be encouraged into workforce positions.

The provider has a set of development targets for proportionate representation in the workforce, within service provision, on committees and boards.

Preliminary

The provider positively promotes positions within the service to increase applications from targeted/under-represented equalities communities.

The provider establishes pilot programmes and initiatives to increase participation and representation of under-represented equalities communities.

Intermediate

The provider is actively seeking representation on boards and committees from under-represented equalities communities through 'positive action'.

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.

Advanced

The provider has increased the diversity of their workforce at all levels and has proportionate representation on committees and boards.

The provider's service users, leadership and workforce is reflective of the community they serve or live. The provider is regularly monitoring, and reviews are taking place and good practice is being shared.

ANNEX 2.1

Definitions

Please see a key defining the acronyms used in this document.

Key:

CC – Cultural Competent

ECs – Equalities Communities

EDP – Equality Development Plan

EDI – Equality, Diversity and Inclusion

PSED – Public Sector Equality Duty

TNA – Training Needs Analysis

YSWD – You Said We Did

•**Diversity** means difference. When it is used as a contrast or addition to equality, it is about recognising the individual as well as group differences, treating people as individuals, and placing positive value on diversity in the community and in the workforce.

For the purpose of the model we have used the following definitions for the terms **equality**, **diversity** and **inclusion**.

•**Equality** is about creating a fairer society, where everyone can participate and has the opportunity to fulfill their potential.

•**Inclusion** means embracing all people. It is about giving equal access and equal opportunities, getting rid of discrimination and removing barriers.