

EQUALITIES PANEL MEETING

Monday 24th November 2008

4-6pm, Browns Field Community Centre, Kings Hedges, Cambridge

To:

Chair – Toni Ainley

Public Members – Graham Lewis, Nicky Wrigley, Gerri Bird, Norah Al-Ani

Staff Members – Bridget Keady, Nacer Dali, Christine Leonard, Jackie Hanson

Elected Members – Cllrs Lynn, Shah, Stuart and Walker

Officers - Deborah Simpson, Trevor Woollams

A G E N D A

- 1 Attendance and apologies for absence
- 2 Welcome and Introductions
- 3 [Minutes](#) of Meeting held on 21st April 2008 & Matters Arising
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- 4 [PINK 2008 Consultation](#) (Officer contact: Trevor Woollams, 01223 457061)
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- 5 [Transgender Dining Study](#) presented by Diana Aitchison
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- 6 Discussion item:
 - a. How is the work of the panel fed back to Councillors who are not part of the panel?
 - b. How can community groups access this forum?
 - c. How can staff groups access this forum?
- 7 [Briefing Note: A Framework for a Fairer Future – The Equality Bill](#) (Officer contact: Alison kemp, 01223 457043)
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- 8 [Briefing Note: Equality Framework for Local Government](#) (Officer Contact: Alison kemp, 01223 457043)
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- 9 Oral Update on vacant post of Strategy Officer (Equalities)

10 EXCLUSION OF THE PUBLIC

Before considering the next item on the agenda, the Equalities Panel is **recommended** to exclude members of the public from the meeting on the grounds that, if they were present, there would be disclosure to them of information defined as exempt from publication by Category 2 as defined in the Local Government (Access to Information) (Variation) Order 2006.

- 11 Diversity in Employment Progress Report (Officer contact: Deborah Simpson, Tel. 01223 458101)
Report to be tabled.

Next meeting – April 2009

PRESENT

Chair: Toni Ainley - Director of City Services and Equalities Champion

Councillors: Lynn, Shah, and Slatter

Staff Members: Jackie Hanson, Bridget Keady, Christine Leonard,

Public Members: Graham Lewis, Nicky Wrigley and Ila Chandavarka

Presenting papers: Sigrid Fisher, Strategy Officer (Equalities); Trevor

Woollams, Head of Strategy and Partnerships; Marian Mair, Interim Organisational Development Manager; Sean Risdale, Equality and Human Rights Commission.

In attendance: Anette Grinsted, HR Diversity Adviser; Deborah Simpson, Head of Human Resources

1 WELCOME, INTRODUCTION AND APOLOGIES FOR ABSENCE

TA welcomed all those present.

Introductions took place and Deborah Simpson was welcomed as the Council's new Head of Human Resources.

Apologies were received from Councillor Downham, Nacer Dali and Gerri Bird.

For consistency, the minutes are given in the order of the original agenda. However, the Panel decided to defer item 2 to the end of the agenda as the meeting was initially inquorate.

2 MEMBERSHIP

- 2.1 Members were asked to note that Ila Chandavarka has come to the end of her term of office as Public Member and a replacement needs to be recruited. Discussion followed on the skills needed for the role. BME applicants would be very welcome but the new member needs to be informed on all diversity strands and would be appointed on merit. TA suggested any knowledge gaps could be addressed through training. The panel also had the option to co-opt specialist advisers at any time. SF will begin the recruitment process.

SF

- 2.2 The panel also noted that Public Member Nicky Wrigley and Staff Member Nacer Dali will have the option of renewing their terms of office for one more 3 year period at the November Panel meeting.

- 2.3 Discussions took place on attendance at formal and informal meetings, with regard to the terms of reference agreed at the last Panel meeting. Sending a substitute was discussed but considered unfair and the following

was agreed: after one missed meeting, informal contact will be made, following two formal meetings (one year's membership) being missed, the Chair will contact those absent to clarify their capacity to continue in their Panel membership role. While mitigating circumstances may be considered, if factors significantly impede a member's capacity to deliver on their role, the Chair has the option to recommend to Panel Members that the person concerned step down.

TA

3 MINUTES & MATTERS ARISING

The minutes of the meeting held on 12 November 2007 were agreed as a correct record.

The Panel noted the report on matters arising from SF:

Item 2 - HIV Policy: initial research has been undertaken working with Dhiverse and Environmental Services, and an updated draft policy is due in Spring 2008. Nicola White, Policy Officer in HR, is leading on this piece of work.

Dhiverse: Jackie Fernandez has been appointed as the new Chief Executive, starting April 2008

The Council's new Health & Wellbeing Framework includes a section on Disability, which incorporates our policies on disability related leave as well as sickness related to a disability, (i.e. some or all of the absence may be disregarded for the purposes of sickness monitoring). The Framework also includes guidance on our commitment to make "reasonable adjustments" for disabled staff where possible.

Item 3 - Membership and attendance – see item 2 on the agenda.
Profile: the Council's Equalities web pages, including the page on the Panel, have the email address 'equalities@cambridge.gov.uk'. Panel membership listing is updated regularly.

Comprehensive Equalities Plan – see item 7 on the agenda.

Item 4 - Way To Be Awards: Cllr Slatter and Mark Taylor, Access Officer, have suggested that the Way To Be Awards are incorporated into planning for December's International Day for Disabled People in 2008. It is hoped this will successfully engage the local disabled community, and Cllr Slatter has been making initial enquiries in this regard.

Item 7 - Agency staff: as part of the tendering exercise for a new corporate

agency worker contract, HR have developed a Specification that includes a number of performance criteria, one of which is assurance over agency workers' eligibility to work in the UK.

Item 8 – Openness of meetings and public speaking:

The Panel noted that members of the public can participate in Panel meetings in the same way as at any other council meeting as detailed in the summary attached to this agenda item; this summary will be added to the Panel's agreed terms of reference and the information made available on the Panel's webpage.

4 Discussion with Sean Risdale from Equality and Human Rights Commission – “The Equality and Human Rights Commission, how will it have an impact in the East of England?”

SR gave a brief overview of the new Commission and its holistic approach. It is a Non Departmental Government Body with a mandate to bring together the six diversity strands under one umbrella organisation. It is still in its early days and is exploring the new remit. It will have a strong regional focus, with local offices, to keep it in touch with local needs. It has defined 4 priorities for 2008 – 09.

1. Define key equality / human rights targets.
2. Change and improve organisational performance
3. Engage and involve the public
4. Strengthen the 'Human Rights' culture.

In future, research will be a key function of the Commission.

The Commission's new Legal Directorate will develop legal policy, enforcement, litigation and case-work. Some test cases are needed to strengthen the legal status of the newer diversity strands. A Single Equality Bill will follow. This will reinforce the position of equalities legislation and will have major implications as it will seek to implement EU law that is currently in advance of British law.

Discussions followed on funding issues and priorities. Cllr Shah asked if the advice line was local or national. At present it is national but could be regional at a later date. SF asked how the new Commission will work with other agencies. SR said that this a key priority for the future as it is seen as the logical approach.

The Chair thanked SR for his thought provoking presentation.

Sean requested that he be invited back to a further Panel meeting to SF update members on the progress of EHRC.

5 ISSUES ARISING FROM BME CITIZEN'S SURVEY

TW tabled a research report from MRUK. He explained the sampling process. The main survey selection process generates a sample of 1,100 households. These households are surveyed in their own homes. This process results in low response rates from BME residents. To compensate for this, 200 BME families are surveyed in a 'booster' survey. This is not statistically robust but does give some valuable insights.

Discussion followed on the results, suggested reasons for the differences between the two surveys and the emerging themes.

NW asked what Cambridge City Council will do with this information and was informed that it is fed back to the Heads of Departments who will act on it as necessary.

A general theme that emerged was a lack of understanding or information, amongst BME groups, about what services the Cambridge City Council provides. TW thought the high mobility of BME groups might be a factor in this. Ways to reach these groups with more information were discussed.

6 HUMAN RESOURCES UPDATE AND FEEDBACK FROM STAFF SURVEY

A paper from MM was circulated with the agenda. MM reported good progress in all areas. The figure for disability in the workforce is thought to be incorrect due to under reporting.

MM introduced a leaflet giving positive images of Cambridge City Council employees from differing diversity strands. This has been sent to community groups to encourage a wider range of applicants to consider Cambridge City Council as an employer.

The staff survey highlighted lower satisfaction levels from BME groups with the outcomes of grievance proceedings.

Cllr Shah asked questions about the Dignity at Work policy and confidentiality. Discussion followed on the merit of using other staff members, as opposed to external individuals, for support. MM reported that staff were happy with internal support and could also use their union representatives if they wanted. Cllr Slatter thought advisors should be external if the staff survey was highlighting dissatisfaction with outcomes.

GL asked why the Domestic Abuse policy had been launched on International Women's Day and what sort of message this gives to male victims. Discussion followed and it was agreed that this was a valid point and would be taken into account in future.

7 EQUALITY & DIVERSITY AT CAMBRIDGE CITY COUNCIL – UPDATE AND FORWARD PLANNING

A paper from SF was circulated with the agenda.

Item 1 – On the 23rd April the first Joint Staff Group & CMT Forum will take place with all staff groups being invited to take part in face-to-face discussions with the Council's Corporate Management Team.

Item 2 – New diversity guidelines will be produced, using a template designed to follow the same format of the old jellybean book. These will then be available to download from the internet/intranet. Folders to hold the inserts have been printed and will be distributed widely and will be available to all staff.

Item 3 - A full community consultation event is being planned for June 6th, which will incorporate all three Equality Schemes and the Stonewall Index.

Item 4 – The Comprehensive Equalities Plan / Annual Equalities Review Race Equality Scheme will bring together all current Equality Schemes and plans, with sights on developing the Council's own Single Equality Scheme in line with anticipated legislative change. The Review is due to go to Strategy and Resources Scrutiny Committee in Autumn 2008.

Item 5 - Link Officers & Advocates / EqlAs. There continue to be difficulties in the capacity for Link Officers to deliver in their role, affecting both the progress of EqlAs across the Council, and the production of up to date departmental equalities information needed for various purposes. The Council's Performance Analyst is currently drafting a structure of responsibilities between Link Officers/Advocates and Heads of Services. Internal Audit will be auditing our EqlAs later this year. There may be need to refresh EqlA guidelines for internal use.

Item 6 - It has been impossible to find time to design e-learning modules as part of the L&DP, although these are much needed for both generic and also Customer Service specific equality & diversity awareness.

Item 7 - Diversity events. 'Wash ups' and/or forward planning are already underway for International Women's Day, LGBT History Month and Black History Month. It had been anticipated that the Way To Be Awards would become part of International Day for Disabled People (IDDP) celebrations. However, Cllr Slatter updated the panel with the plan to make them bi-annual, which would mean that they are unlikely to happen this year. It is hoped that they could be attached to another community event. This would

generate more interest and achieve more participation.
Ideas for consideration are welcome.

Item 8 - Support has been offered to Pink Festival, to ensure it becomes part of the annual calendar of events within Cambridge. Pink has just had a successful funding bid with Equalities and Human Rights Commission (EHRC) that will mean it can take place in 2008.

Item 9 - The next Guide to Services for Older and Disabled People is due within this financial year, and it may be worth bringing that work forward if at all possible, to release at IDDP.

8 FUTURE PANEL INFORMAL MEETINGS AND TRAINING NEEDS

It has been over a year since the Panel's last informal / training event. The panel were asked what they would like to be offered in future.

Cllr Shah suggested that a skills audit of the panel be carried out after the election, possibly July/August and a training event arranged for September SF to plug any gaps this highlights.

Panel members were encouraged to attend and participate in:
Diversity Forum – 6th June 2008
Strategy & Resources Committee meeting – September 2008

DATE OF NEXT MEETING

24th November 2008
Brownfields Community Centre

PINK 2008 Consultation

Executive Summary

Cambridge City Council commissioned **mrug** research to conduct a survey at the Pink 2008 Festival held in Cambridge on the 30th August. The Pink 2008 festival is a free diversity event held in Cambridge.

Methodology

The aim of the survey was to consult with the lesbian, gay, bi-sexual and transgender community (LGBT) of Cambridgeshire.

Self completion questionnaires were distributed and collected at the event. A total of 571 questionnaires were collected.

Key Findings

Of the returned questionnaires half were received from people who claimed to be heterosexual and the other half from people who were LGBT. It is difficult, however, to draw any conclusions from this since it could be that the event attracts a wide cross section of the community or it could be that those responding and claiming to be heterosexual are in fact non-out LGBT.

It is, however, interesting to note that the profile of heterosexuals and LGBT attendees each year was very similar. Amongst heterosexuals there were more women attending than men, whilst amongst the LGBT there was more of an even spread with only a slightly higher number of female attendees in both years being female.

The event attracted a range of people from different parts of the county, but the bulk of attendees lived in Cambridge City (38%), 19% elsewhere in Cambridgeshire, with 12% coming from neighbouring Norfolk and 10% from Suffolk.

Being “Out”

The majority of those who claimed to be LGBT were Out to someone and more this year claimed to be out than in 2004:

- 96% out to at least *some* of their friends (compared with 88% in 2004);
- 9 in 10 out to at least *some* of their family (compared with 8 in 10 in 2004);
- 8 in 10 out to at least *some* colleagues (68% in 2004).
- Furthermore, 8 in 10 claimed to be out to at least *some* of the general public (this was added to the study in 2008 and therefore there is no comparison with 2004).
- For the minority who were not out the main reason, given by 6 in 10, was simply that *it is a private matter*.

Living in Cambridgeshire and being LGBT

- The primary way in which the local LGBT community finds out about events and issues affecting the community is via *word of mouth*. This was also the top answer in 2004.
- Interestingly, reflecting the greater use of the web generally, more of the LGBT community cited this as a source of local information in 2008 compared with 2004 (48% versus 35% respectively).
- The main things the LGBT community would like more of are *pubs / clubs in and outside Cambridge, local magazines, websites promoting events, social groups in Cambridge and more public sector sponsored events*.
- The majority of the LGBT community *agreed* they were comfortable with:
 - The ease of buying a Gay publication (79%);
 - The ease of going to an LGBT pub or club (76%);
 - The ease of joining an LGBT social group (64%).
- Almost two-thirds know other LGBT people in the area (63%).
- A fifth reported that one of the best things about being in Cambridgeshire and being LGBT was the *friendly community / good community support* whilst the primary gripe was that there are *not enough Gay pubs and clubs*.

Access to Services

- A half claimed not to have had contact with any service where their sexuality was a factor in the discussion.
- A third had a discussion including their sexuality with the Health Service and a fifth with the Police.
- Encouragingly, the majority 62% claimed their sexuality *made no difference to the way they were treated* and a further claimed *it had a positive effect on the way they were treated*.
- Nonetheless, for a significant minority (20%) believed their sexuality had a *negative effect on the way they were treated*.
- When asked how accessible and approachable a range of organisations and services were there were high levels for each being undecided rather than disagreeing. Consequently, the level of agreement can appear low:
 - GP Surgeries (69%)
 - Local LGBT Advice Groups (67%);
 - Local hospitals (65%);
 - Local Police Team (58%);
 - Cambridge City Council (50%);
 - Dentists (48%);
 - Cambridgeshire County Council (43%).

Organisations Reflecting the LGBT Community

- No organisation was considered by more than 50% to reflect the LGBT community.
- Respondents employer was perceived this way by 45%, and local hospitals by 39%.
- Only 33% felt that Cambridge City Council and 25% that Cambridgeshire County Council reflected the LGBT community.

Crime & Safety

- Over half those answering the question about having been a victim of crime stated that none of the prompted crimes had affected them.
- The key one, reported by 23% was that *someone had threatened, pestered or insulted them in a frightening way*.
- For those that had been a victim of crime only 40% reported it to the Police. The remainder not doing so due to a belief that *Police are rubbish / don't handle these crimes well*.
- Only 13% are aware of the Open Out Reporting Scheme.

Pink 2008 & Beyond

- The main source of awareness of the Pink Festival is *word of mouth* for both the heterosexual and LGBT attendees.
- The event this year was seen by significantly more people compared with 2004 as:
 - Welcoming,
 - Friendly,
 - Fun
 - Easy to get to,
 - Exciting.
- Whilst both heterosexual and LGBT attendees agreed the event was *welcoming, friendly* and *fun*, fewer of the heterosexual described the event as *diverse, inclusive* and *exciting* and more described it as *easy to get around*.
- Nearly all (97%) claimed they would return next year.
- The primary improvements they would like to see for 2009 are:
 - More places to buy food and drink;
 - More varied entertainment;
 - More performances on stage;
 - More commercial stalls; and
 - More funfair rides.
- Heterosexual attendees were more likely to say that *improvements were not needed* (36%) compared with LGBT attendees (27%).
- Consequently, all other improvements were mentioned to a lesser extent by heterosexual than LGBT attendees. Nonetheless, they generally cited the same things with the exception of *more varied entertainment* and *more stalls giving information* where the heterosexual community attending were less likely to seek these improvements compared with the LGBT community who attended.

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Gourmet Girls Dining Club Study

Testing the Goods and Services Act

Diana Aitchison

7/4/2008

Abstract. A group of transgendered women form a dining club and visit randomly selected restaurants in Cambridge to see if they will be treated as equally under the Goods and Services Act 2007 (revised) or not.

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Introduction.

A conversation concerning the exclusion of crossdressers (non-surgery) from the Goods and Services Act 2007 took place in February 2007 between transgendered people and the researcher. A decision was made to test the realities of being denied Goods and Services in Cambridge restaurants because the diners are transgendered in some way. The Act as it stood denied people who were not having medical treatment or had not transitioned from being treated as the same as those who had.

The study would also include aspects of public safety so taxis would not be used.

The design included ten restaurants selected for dining out on Saturday nights, the busiest night of the week and ten on Monday nights, being the quietest. The dates were arranged approximately two weeks apart. This was to see if service differed depending on which night we ate out. It was also intended to accommodate diners who couldn't come out on Saturdays but may be able to do so on Mondays.

Well that was the plan any way.

Note

At the time of the formation of the Dining Club the group used the Fleur de Lys as their base. However a change of management meant that we had to move to the Rose and Crown, Newmarket Road. We would like to thank the Staff there for their support and friendship during our stay way with them and wish them a happy future.

This venue is now scheduled for re-development and the group has moved to the Corner House on Newmarket Road where we still meet every week as the DIAMONDS TV/TG group on Wednesdays. www.tgcambridge.org.uk

We meet in the Bird on Hand, Newmarket Road on Saturday Dining Club night. (Usually the first Saturday of each month)

xxxxx

An occasional member phoned the Fleur one day to see if we still met there and was told that they don't have 'those kind of people there'

Needless to say we will not be eating at the Fleur.

But then I don't suppose they would want us there.

However, this study is testing the Goods and Services Act 2007

Design

A dining club is formed by asking transgendered members of TGCamb and TGNorthants Yahoo Groups to join a list of people willing to dine out in Cambridge from time to time as a group. Other similar women were also invited from other sources such as the Beaumont Society. Non-transgendered women were also invited. A list of Cambridge restaurants was downloaded from the Internet. www.cambridgerestaurants.com/alphabetical. It contained the names of 86 restaurants situated within Cambridge. Each restaurant's name was contained in a separate box. The list was cut up into 86 names.

A letter was prepared that described the dining clubs members as being transgendered and asked if the recipient restaurant had any objection to the ladies using their restaurant. It also explained that the ladies would be using the ladies cloakroom and not the gents and that it is customary to refer to each person in their female persona, i.e. *she, her, madam*.

Methodology

20 slips of paper that matched the restaurant name slips were prepared. 10 said **LETTER** and 10 **said NO LETTER**.

The 86 slips were placed in a box and 20 slips were selected at random. As each restaurant was selected a slip from the second box was selected, also at random. The result was 20 restaurants selected of whom 10 would receive a copy of the letter and 10 would not.

Data

1. Staff were friendly and cooperative
2. Staff referred to each person in her female persona
3. Any negative behaviour
4. Any other positive behaviour.
5. Overall impression 1 – 10

Conditions

1. Participant Observer The researcher will accompany the diners in most cases and her presence, as a gender born female will be taken into account.
2. Qualitative data
3. Field Experiment
4. Dining Club Members will not be told about the restaurant letter conditions.

What Really Happened

April 2007 (5 Diners)

Station Tandoori

The first restaurant to be selected was the Boulevard on Hills Road described as serving Mediterranean food. Except that it didn't. Pre-checks for booking requirements revealed the Boulevard no longer existed and it was now Station Tandoori. We went anyway as we like Indian food and we were trying to stick to the rules of the study.

We arrived unannounced and were quickly greeted by the friendly staff. They were very keen to make us welcome but were obviously not up to scratch regarding how the ladies should be addressed. A copy of the letter which had been sent to the Boulevard (one of the restaurants randomly selected for a letter) was produced by the researcher and it was clear that the present incumbents had never seen it. However they quickly adapted to the protocol of referring to all the ladies as 'madam' and were happy to wait 20 minutes before taking our orders so that one of our group could catch up with us as she was running late.

Soon we were all settled around our table and service commenced. The food was excellent as were the facilities although the restaurant itself was a little cold.

Score 9/10

The next event should have been at the HAKKA Chinese restaurant on Milton Road on a Monday but it was closed as there was a problem with the lease according to a notice in the window. (It has since reopened) There were no takers anyway so the event was regarded as cancelled. This would be a recurring theme for dining on Mondays and it was eventually dropped from the study.

May 2007 (8 Diners)

Lawyers

Our next Saturday event was at Lawyers on Lensfield Road where we were welcomed with great enthusiasm. We had pre-booked and the restaurant had received a letter. The service was excellent and we ate from the modern English style menu accompanied by some gorgeous Australian wines. A great night out at a large comfortable table at far end of the building but still managed to attract a couple of curious male customers whose heads appeared rather inexplicably around the corner.

We had parked a few streets away and had to walk along Hills Road. A visitor asked one of the group for directions and seemed totally unaware of any possible differences between us. We all agreed that we felt safe walking around the area having arrived at about 8 pm and left around 10pm.

Score 10/10

June 2007 (7 Diners)
The Vine

This event fell on Strawberry Fair Day but we didn't expect to find our next venue FOOTLIGHTS closed as a result. Having parked our cars in the Grafton West car park we walked the comparatively short distance to the entrance of the Grafton centre where Footlights restaurant is situated. Given the amount of people around at that time, 8pm, (as Midsummer Common that had accommodated the Fair was close by) it was with some trepidation that we walked up the steps only to be greeted by the Staff saying that they were not serving that evening and were about to close. They suggested we went to The Vine at the far end of Burliegh Street, a five minute walk away.

Burliegh Street is poorly paved and the journey in high heels was uncomfortable to say the least but we reached The Vine and gathered around the entrance to read the menu displayed there. Opposite is the entrance to WT's Snooker Club and a small group of youths had congregated outside. One of them stared rather keenly at a member of our group before pointing firmly at her and shouting to all and sundry 'it's a bloke'. We hurriedly entered The Vine.

We were quickly seated but the service was very slow as there were only two people serving. The choice wasn't very good especially for the vegetarians but the atmosphere was pleasant except for when a small fight broke out between two men standing at the nearby bar and one of them nearly landed on our table. Everyone stayed calm though as befits our style!

On returning from the Ladies the researcher noticed a small group of people sitting near the back door who seemed a little concerned about the noise emanating from the street. The group of youths seen earlier had grown in number and were becoming rather rowdy. The group felt uncertain about leaving (they were teachers apparently and had read the body language) As our group were ready to leave we joined forces and left by the back door and returned to the car park using the service road between the Grafton Centre and rear of Burliegh Street rather than risk any confrontations.

Overall the food was agreeable although portions were quite small but it was the atmosphere on the street which discouraged us from returning.

Score 7/10

The original choice FOOTLIGHTS did not receive a letter; neither did The Vine as substitute but both venues were both polite and respectful to the group.

August 2007 (7 Diners)
Bun Shop

July Dining Club event was postponed as the researcher was on holiday on the first Saturday and the rest of the group didn't want to dine out without her. In a way it was disappointing that this opportunity was missed as it would have given an insight as to whether the group were treated differently without the presence of a gender-born woman.

The Bun Shop did not receive a letter. We parked in Jesus Lane and walked through Malcolm Place without any problems. Having entered the restaurant we were quickly shown to our table. There was a large hen party arriving at the other end of the room but they did not seem to notice us. The room filled up quickly during the evening and apart from a few sideways glances we were virtually ignored by the other diners. Our waitress was charming and very friendly and helpful apart from when she accidentally spilt a bottle of water over one of the group! The portions were huge and few of us managed to finish our plates but the food and choice was excellent.

Score 9/10

September 2007 (6 Diners)

The Ghandi

The Ghandi was originally chosen for July but postponed. By now the original choices are not always being used for various reasons. The list used for selection purposes was hopelessly out of date and some of the venues had very poor reputations. There were also a lot of Indian restaurants being drawn which rather biased the study in terms of variety. There was a takeaway in the selection too which we had to substitute although the takeaway was the only recipient of a letter to reply by leaving a very friendly message on our voicemail. There was also a sandwich shop, long closed down on the list and several restaurants had changed hands.

We parked again off Hills Road and walked along Regent Street. No-one felt comfortable about using the Queen Anne car park. The Ghandi had received a letter but we had not booked in.

The staff were immediately attentive and soon found us a table large enough to accommodate 6 of us. The food and service were excellent. Some rugby players at a nearby table were seen talking to the waiter who seemed at great pains to explain something to them. A charity rose seller came round while we were eating and the rugby players bought a rose which they presented to one of our group when they passed our table on leaving. A charming gesture that pleased us all.

Score 10/10

October 2007 6 Diners
Rainbow Vegetarian Bistro

This Kings Parade venue necessitated us parking in the Lion Yard car park. Walking through a busy town centre past hostelrys such as The Eagle and the Bath created an awareness of our physical safety but we arrived at the Rainbow unscathed.

The restaurant was packed and we had to wait on the stairs for about 20 minutes before a table became vacant. The researcher had phoned in advance as the restaurant has a reputation for being busy at all times and had booked in a party of six. Staff members were courteous, friendly and helpful and seemed to be able to avoid any faux pas even though they hadn't had a letter and had no idea about who the party of six might be. The restaurant consists of a series of small rooms in the basement of the building and is very popular. Everyone enjoyed their meals and we all tried something we hadn't had before especially the carnivores among us who were having a meat free evening.

The return walk to the Lion Yard and the ticket payment ritual at the machine passed without incident and we left for home feeling rather triumphant.

If people had seen us or stared at any time we weren't aware of it but don't think we would venture out here much later than 10 pm and definitely wouldn't have crossed the Market Place for any reason.

Score 9/10 (it was a long wait with nowhere to sit or get a drink while waiting)

November 2007 (8 Diners)
Istanbul Turkish Restaurant

As the Istanbul is not far from the Rose and Crown where we met that night we decided to walk down East Road, leaving our cars in Occupation Road. This was a bit of an adventure really as it is such a cosmopolitan area in need of refurbishment and the pavements were definitely not stiletto friendly.

We had little information about the Istanbul other than it is a late opening venue after a night in the pub, somewhere to meet up with friends for supper. Never the less we were a little surprised to find only the takeaway section open at 8 pm. However having explained our wish to have a meal at 8 pm not midnight the owner kindly opened up the dining room for us. The restaurant had received a letter but this was not mentioned.

This was our first experience of food sharing and most of us accepted the concept with enthusiasm although one person found the idea rather unwholesome and clung onto her choice rather than sharing it around.

The waiter was impressive and kept bringing the courses as fast as we could eat them. The food was a little disappointing though with meat being the prominent feature which left our vegetarian member with little choice. This was deemed to be a typical Turkish experience the waiter proudly explained. There are no vegetarians in Turkey he claimed but made up for the lack of non-meat choices by giving us free baklava for our sweet course. Overall though most members enjoyed their meals but it was agreed that we probably wouldn't return as it didn't really fulfil our expectations. For the purpose of the study though there were no discriminations.

Score 7/10

December 1st 2007 (7 Diners)
Yu Garden

Yu Garden Chinese Restaurant on Newmarket Road wasn't originally selected but was recommended to us by one of the main group members. Having tried food sharing once we were intrigued by the protocols of this non-menu venue with its fixed price and service 'china-style'

The researcher called in prior to the actual meal time to check that there would be a table for 6-8 people available at 8pm. Parking is easy as there is a car park at the rear of the building. As a non-selected venue it did not receive a letter.

We duly arrived at 8 pm and two tables were brought together so that we had plenty of room between us. The warm, friendly lady owner explained to us that we would be eating out as if we were in China. Family restaurants there do not have menus. The owner asks the diners their personal preferences i.e. hot, spicy, mild, meat, fish and shellfish, vegetarian etc. The chef then produces a series of dishes to suit all tastes making sure that a Peking Duck is included of course! There were three vegetarians in our group and their dishes were equal to the meat and fish ones that everyone else ate. This is a family restaurant on the edge of a large estate. There were families with children dining at the same time as us and they called out to us in a really friendly way to say how lovely they found the restaurant, food and staff and they hoped that we were enjoying it too.

We all agreed that this was a superb eating experience that even the most conservative ones among us could return to again and again.

Score 10/10

Christmas Dinner (10 Diners)
Advocate

We loved our experience at Lawyers so much that we returned to it for our Christmas dinner under its new name of Advocate. Almost everything was the same except that this was a first nights' work for our wonderful waiter who took such pains to make sure that we were looked after as well as it was possible to be. Our table was in a different position as the back doors were now utilised by smokers wishing to use the garden area but this was fine by us as we weren't disturbed by the constant trickle of gaspers heading for relief!

Again we walked from Hills Road, this time in the dark without any qualms.

Score 11/10

By now we had decided to try some more restaurants that hadn't been selected as well as those that had. The scientific element was being adapted to personal tastes rather than eating in places that didn't match our personal preferences. This was the downside of randomly selecting restaurants.

February 2008 (5 Diners)
Koh-i-noor

Several diners had expressed an interest in trying Moroccan food after one of the group said that they had had a very good meal at Al Casbah on Mill Road. Interestingly the group member had visited in male dress so had not tested the Goods and Services Act. Having had two outings in December January was given a miss so the Moroccan restaurant was discussed as another new eating experience for the February outing.

The researcher looked Al Casbah up on the internet and was rather dismayed by the negative comments it received from previous diners. Parking might be a problem too. No-one was keen to park at Queen Anne's so we relied on finding a space or two in one of the side streets that would be unaffected by parking restrictions at that time of night.

A quick drive by earlier in the week confirmed the restaurants' position on Mill Road and filled with a sense of foreboding the researcher e-mailed the Cambridge Police Hate Crime team at Parkside to alert them that we would be in the area that Saturday. No special treatment was expected or called for but the researcher felt that it was in the best interests of the groups' safety on the streets to make their visit known.

We arrived all in one car at a parking space in Mackenzie Road at around 8 pm and walked onto Mill Road. Using the nearby panda crossing we walked towards Al Casbah. We were almost immediately approached by the local beggars who were more interested in wheedling a few pound coins out of us than who we were although one man in particular was becoming a bit of a nuisance. We stopped outside Al Casbah and looked through the large window. The restaurant was packed and had a claustrophobic air about it. Unnerved we headed for the Koh-i-noor Indian restaurant a few doors away where we were taken straight to a waiting area until a table came available. Heads turned as some of the diners present became aware of us but the staff members were pleasant and kind and we felt comfortable and welcomed. As we were very hungry by now we settled for being served in the waiting area and ate our meal there in comparative peace.

After an enjoyable meal with good service we left and crossed over the road as a Police presence was dealing with an incident outside Al Casbah. It probably had nothing to do with the restaurant itself but it confirmed our unease at walking around the area. Mill Road has a brilliant selection of restaurants but accessing them can be hairy!!

Score for the restaurant 8/10 but only 5/10 for overall experience.

March 2008 (4 Diners)
Footlights.

We had originally intended to visit the Box Tree but on arrival were told that the kitchen was closed due to a private party. We moved on to nearby FOOTLIGHTS having left a message at the Box Tree to tell people catching up with us where we had gone. The message was never passed on so there were just 4 of us dining at Footlights which was an originally selected venue but had not received a letter.

The waiter was friendly, helpful and totally at ease with us. The food was good but the portions could have been a little larger!

Our table was close to the top of the stairs so was a bit draughty. An altogether average but pleasant visit.

Score 8/10

April 2008 (4 Diners)
Burliegh Arms

After another abortive trip to the Box Tree we moved on to the Burliegh Arms which is a very welcoming establishment on Newmarket Road that does typical pub fare. Neither venue had been selected so no letters had gone out. It has an excellent reputation for serving all comers and we felt totally at home there. We could order individually at the bar and our meals were brought to our table. A birthday party was under way nearby and we went unnoticed in the crowd (as far as we know!!)

Score 9/10

Results

22 women (including 2 non-transgendered women) participated over a 12 month period visiting 11 restaurants, one of them twice during which time it re-named itself but apparently this was not our fault! Four restaurants had received a letter and seven had not.

By now our numbers are being depleted for various reasons. Two of our regular diners have serious medical problems and another had gone overseas for a prolonged period. There are many people who would love to join us but for many different reasons cannot do so. We will continue dining out every month for the sheer enjoyment of it and along the way will take in more of the selected restaurants, some of whom will have received a letter and some that will not have done so. Based on our experiences so far we expect to find that Cambridge is a great place for transgendered people to eat out.

Discussion

Selecting at random from such a large pool of restaurants meant that there was greater room for error i.e. the list itself not being up to date so some restaurants no longer existed. There was also the unforeseen element of too many of one type of restaurant being selected, in our case Indian ones and therefore not a wide enough variety of types of food and establishments.

Had this study had an academic element to it we would have had to go with the selection and grit our teeth but as there was a social and voluntary participation involved it was decided that although we would stick to the spirit of the experiment we would never the less adapt it to our own tastes without compromising on the basic rules.

There was the matter of cost to consider too. Some diners were on a limited budget while others were not and the overall expenditure required on any given night tended to govern who was participating on that occasion.

The average cost per head was in the region of £15 - £20 depending on whether the diner had wine with her meal but Lawyers (later Advocate) averaged £25 - £30 per head but diners considered that they had good value for money along with an exceptional choice of wines!.

Dining out for transgendered people can be quite scary when it comes to using the toilets and it is customary for them to use the Ladies when dressed as women. There were no discernible objections to any of the group using the Ladies toilets at any of the restaurants.

Vegetarianism and religious dietary laws came into play and we found shortcomings at several restaurants who did not seem very interested in catering outside the mainstream requests.

It was quite difficult to keep track of the main aim of the study once people had ordered their meal and had their first drink. However any discrimination under the Goods and Services Act would have been immediately noticeable and this didn't happen – staff at all venues were polite and helpful although there were some fellow diners who were more than a little intrigued by us in some restaurants.

One member has reported that she feels far safer eating out in Cambridge than in her home town of Harlow where she described the population as 'Neanderthal' by comparison.

Generally speaking Cambridge has few terrors for transgendered people who wish to eat out at any of the hundred plus establishments available to them. There is a wide range of food on offer from many countries and the staff working in these particular venues bring into play their own customs and understanding of trans people. The ethnic mix in Cambridge is probably as diverse as any city elsewhere and people working in the industry tend to enjoy a highly sophisticated approach to their clientele.

The author would like to acknowledge the 22 ladies from the transgendered community who participated in this study and were instrumental in bringing together the Diamonds TG Group based in Cambridge; for making the Gourmet Girls Dining Club such a success, and to whom this study is dedicated.

Gourmet Girls

Dear Restaurateur

I am the social coordinator for a very special group of ladies who like to dine out on occasion as a group.

The reason that these ladies are special is because they are transgendered to a lesser or greater degree and appear dressed in female clothes.

Some are cross dressers who only dress up occasionally while others may be transitioning from male to female (Transsexuals). None are Drag Queens. Their aim is to be as 'passable' as females as they can. Some are more successful than others. Sometimes their wives and partners come along too.

I am not transgendered myself but have spent many years enjoying the company and friendship of this group who are very sensitive to adverse criticism. Being transgendered is not a choice that they make. Coming out in public as a group of diners is one of their ways of learning to accept themselves as they are and is beneficial to their psychological well being.

The reason I am contacting you is to ask you if you have any objections to us as a group coming to your restaurant from time to time.

The only concession that we ask is that all persons appearing as female be addressed as 'madam' or referred to in the female gender. If they require the rest room it is customary for them to use the Ladies. This is to avoid any misunderstandings in the Gents.

I would like to build up a portfolio of accepting Restaurants in Cambridge. The City has an excellent record in tolerance and understanding of minority groups.

If you have any queries please go to www.beaumontsociety.org.uk for guidance and for staff training purposes if you think this is necessary.

Please maintain contact directly with me via e-mail, post or telephone using the information at the top of this letter.

I look forward to hearing from you soon.

kind regards

Diana Aitchison
Area Organiser
Cambridge Beaumont Society

Restaurants (original selection)

1. Boulevard	Letter now Station Tandoori. Phone call
2. Ying Wah	Letter
3. Lawyers	Letter
4. Chez Gerard	No Letter
5. Footlights	No Letter
6. Chillies	No Letter
7. Ghandi	Letter
8. Panos	Letter
9. Bun Shop	No Letter
10. Thanh Binh	No Letter
11. Caspian	No Letter (sandwich shop?)
12. Pipasha	Letter
13. Rainbow Veg	No Letter
14. Volunteer	No Letter
15. Istanbul	Letter
16. La Margherita	Letter
17. Mogul Tandoori	Letter
18. Tandoori Villa	No Letter
19. Nandos	Letter
20. Tapei	No Letter

Equalities Panel Briefing

24th November 2008

A Framework for a Fairer Future – The Equality Bill

The Government is proposing to introduce a new Equality Bill early in 2009. This legislation is intended ultimately to replace all existing equality laws.

The foreword to the Government's proposals for an Equality Bill says everyone has a right to be treated fairly and have the opportunity to fulfil his or her potential. Government's commitment is based on the belief that equality is necessary for the individual, for society and the economy. This agenda is for everyone because fairness is the foundation for individual rights, a society at ease with itself and a prosperous economy.

40 years of discrimination laws have resulted in a great deal of progress but an extremely complex legislative environment. There are nine major pieces of legislation, 100 statutory instruments, 2,500 pages of guidance and statutory codes of practice. The Equality Bill is intended to 'declutter' this landscape.

Although laws, and wider action, have brought progress, inequality and discrimination persists today. Achieving greater equality is still a big issue. For example, Britain still has a gender pay gap of 12.6% an hour and disabled people are 2½ times more likely to be out of work than others.

The Bill will place a new Equality Duty on public bodies, which will bring together the three existing duties but will also include gender reassignment, age, sexual orientation and religion or belief. It will also require public bodies to tackle discrimination and promote equality through their purchasing functions and contract compliance.

Transparency is considered essential. Public bodies will have to report annually on rates of pay by gender and on their employment of people from ethnic minorities and disabled people. More widely, secrecy clauses that prevent people discussing their own pay will be banned.

Government will work with business to improve transparency in the private sector, with the development of a new equality 'kite-mark', and gathering evidence on the effectiveness of equal pay audits. The Equality and Human Rights Commission (EHRC) will conduct enquiries into sectors like financial services and the construction industry.

The Bill will outlaw unjustifiable age discrimination by those providing goods, facilities and services. It will extend positive action so that employers can take into account under-representation of disadvantaged groups if they wish.

The Bill will allow tribunals to make wider recommendations in discrimination cases, which will go beyond benefiting the individual taking the case so that there are benefits for the rest of the workforce of the employer who has been

found to have discriminated. Government will also explore whether it is practical to allow discrimination claims to be brought on combined multiple grounds, such as gender and race.

Government will consider whether to allow representative actions in discrimination law, which would allow trade unions, EHRC and others to take cases to court on behalf of a group of people who have been discriminated against.

Whilst proposals for the Bill have generally been welcomed, particularly the proposals to simplify the legislation, there has been considerable criticism that there is still very little required of private sector employers.

The Employers Forum on Disability believes that the Bill will only achieve its aims only if it is credible in the eyes of employers and disabled people. They don't want the current Disability Equality Duty watered down and argue that all employers should provide accessibility.

The Fawcett Society wants to see tougher measures in the private sector, gender pay audits, a ban on dismissing pregnant women, contract compliance by Government and representative actions.

The CBI, on the other hand, says that unlawful discrimination in the private sector is not the main reason why inequalities exist. The issues are cultural educational and occupational.

There is still much debate on the precise content of the Bill and the debate may be further influenced by the current economic downturn. At stake is how Britain achieves effective equality of opportunity and outcomes for all its citizens. It is probably asking a lot of one piece of legislation to deliver this.

Alison Kemp

November 2008

Equalities Panel

24th November 2008

Briefing Note on the Equality Framework for Local Government

1. Introduction

1.1 In 2001 the Equality Standard for Local Government was introduced as a performance and improvement framework to support local authorities in mainstreaming equality. The Standard has now been revised to take account of the challenges and opportunities set out in the local government white paper, 'Strong and Prosperous Communities', the new national performance framework that replaces the Best Value regime, and feedback from local authorities that the Standard was overly complex and focussed on process rather than outcomes.

1.2 The new Equality Framework for Local Government (EFLG) has been designed by the Improvement and Development Agency (IDeA) to build on the work done under the old Equality Standard and authorities will be able to 'migrate' their achievements under the Standard to the new Framework.

1.3 The new Framework is intended to help local authorities to:

- improve the services they provide so they are more representative, relevant and efficient, whilst also improving satisfaction and trust
- ensure that policies and strategies deliver for everyone and improve their accountability to local people
- combat inequalities and avoid expensive litigation as a consequence of discrimination.

1.4 The Framework will link in with a number of other frameworks within which local authorities are or will be working, including:

- ♦ the Community Cohesion Framework being developed by the Department of Communities and Local Government (DCLG) and migration good practice guidance being developed by DCLG and the Improvement and Development Agency (IDeA)

- ♦ ‘Customer Services Toolkit’ developed by the Cabinet Office to drive customer-focussed change within organisations
- ♦ Comprehensive Area Assessment (CAA) – The experience of citizens, people who use services and the need to reduce inequalities and improve accessibility will be central to the new performance assessment framework for public service, the CAA.

2. Defining Equality

2.1 The Framework is designed to meet councils’ legal obligations but it uses a generic definition of equality that goes beyond the six equalities strands and includes some of the other most vulnerable groups in society such as looked after children and ex-offenders. Other groups such as people with learning disabilities and Gypsies and Travellers, are already protected by equality legislation, but are often not seen as part of the equality picture.

2.2 The definition of equality used by the Framework comes from the final report of the Equalities Review in 2007:

“An equal society protects and promotes equal, real freedom and substantive opportunity to live in the ways that people value and would choose, so that everyone can flourish.

An equal society recognises people’s different needs, situations and goals, and removes the barriers that limit what people can do and can be.”

This definition recognises that:

- equality is an issue for all
- we don’t all start from the same position in life and to create a fair society we must recognise different needs.

2.3 The Equalities Review also set out what it called “The 10 dimensions of equality” (see Appendix A) a set of everyday ‘rights’ that everyone should be entitled to and a useful aide memoire for thinking about whether services meet the needs of all citizens and communities and recommended for use with the Framework.

3. Equality Framework for Local Government

3.1 The Framework is built around five areas of change management:

a) Knowing your community – equality mapping

Understanding the profile of local communities and the life chances and opportunities of different groups is crucial in identifying the priority outcomes that shape strategic planning and service delivery.

Equality mapping is the term used for collecting information about communities and individuals. This is not just information about their gender, ethnicity, disability, sexual orientation etc but also information about their socio-economic status, health and education status, availability of transport, accommodation type etc.

b) Place shaping, leadership, partnership and organisational commitment

Strategic leadership is key to improving equality outcomes and it needs to be expressed in the local vision of place, strategic planning and the Sustainable Community Strategy. It is essential to the delivery of priorities that impact on inequality. Increasingly local authorities need to work with other public authorities and the voluntary and business sectors to identify inequality and to achieve positive equality outcomes.

c) Community engagement and satisfaction

Most local authorities recognise the importance of community engagement and have moved beyond simple consultation to more active and innovative ways of engaging and involving citizens in service development and delivery. It is important to understand though that geographical communities are not always the same as communities of interest and both need to be involved in corporate decision-making and service planning.

d) Responsive services and customer care

Service provision is still the main function of most local authorities. Personalising services to meet the needs of people from different backgrounds requires:

- ♦ greater cultural understanding on the part of service providers
- ♦ using Equality Impact Assessments (EqIAs) to ensure authorities understand the impact of service provision on different communities.

e) A modern and diverse workforce

The ability to deliver responsive personalised services depends in large part on the skills, understanding and commitment of the workforce. Local authorities need to ensure, therefore, that they have:

- ♦ fair employment practices that comply with legislation, including equal pay legislation
- ♦ training on equality issues, including EqIAs
- ♦ a workforce profile that reflects the diversity of the community and that measures are in place to monitor diversity and promote equality of opportunity.

4. Assessment against the Framework

4.1 The original equality standard had five levels:

Level One Commitment to a Comprehensive Equality Policy
 Level Two Assessment and community engagement
 Level Three Setting equality objectives and targets
 Level Four Information systems and monitoring against targets
 Level Five Achieving and reviewing outcomes

Cambridge City Council is currently at Level Three and working towards Level Four.

4.2 The new framework has three levels (see Appendix B for definitions):

Level One	Emerging
Level Two	Achieving
Level Three	Excellent

At each level assessment is against each of the five change management areas with a detailed check list provided to enable self-assessment.

4.3 To ensure that work under the old standard can be recognised authorities will be able to have their achievements migrated to the new Framework. An authority at Level Three will be treated as **Achieving**.

4.4 Authorities at the **Achieving** and **Excellent** levels can have their performance externally validated through a peer assessment and receive a recognition award.

5. What Next

5.1 Consultation on the Equality Framework has now closed and it is expected that a final version will be published early in the New Year with a view to the Framework being introduced from April 2009.

Appendix A

The 10 dimensions of equality	
Longevity	Including avoiding premature mortality
Physical Security	Including freedom from violence and physical and sexual abuse
Health	Including both well-being and access to high quality health care
Education	Including both being able to be creative, to acquire skills and qualifications and having access to training and life-long learning
Standard of living	Including being able to live with independence and security; and covering nutrition, clothing, housing, warmth utilities, social services and transport.
Productive and valued activities	Such as access to employment, a positive experience in the work place, work/life balance, and being able to care for others
Individual, family and social life	Including self-development, having independence and equality in relationships and marriage
Participation, influence and voice	Including participation in decision-making and democratic life
Identity, expression and self-respect	Including freedom of belief and religion
Legal security	Including equality and non-discrimination before the law and equal treatment within the criminal justice system

Appendix B

Equality Framework – Definition of Levels

An Emerging Authority

An **Emerging Authority** has the following characteristics:

- ♦ members and officers understand the significance of equality in the place shaping agenda and provide clear and visible leadership in building partnerships to address inequality
- ♦ it has demonstrated clear plans to undertake equality mapping and understands the profile and needs of communities of interest within their locality
- ♦ it has publicly committed to improving equality outcomes and the elimination of discrimination in both service delivery and employment based on race, gender, disability, age, religion or belief and sexual orientation
- ♦ it is compliant with all legal requirements including having all the public duty Equality Schemes in place
- ♦ it has systems in place at corporate and service/unit levels to ensure the delivery, review and scrutiny of its equality and cohesion priorities
- ♦ key internal and external stakeholders and community members are consulted on equalities issues
- ♦ it has earmarked specific resources for improving equality practice
- ♦ it is carrying out generic impact assessments
- ♦ it is clear about its workforce profile and has plans in place to ensure equal pay outcomes and improve representation where appropriate.

An Achieving Authority

An **Achieving Authority** has the following characteristics:

- ♦ members and officers take direct and personal responsibility for promoting greater equality and test themselves on progress by the outcomes they achieve
- ♦ it has undertaken equality mapping and used the information to inform corporate priorities
- ♦ it has set clear equality priorities in consultation with partners in the public and voluntary sector and these are reflected in the sustainable community and other relevant strategies, Local Area Agreements and local targets
- ♦ it works with partners in the public and voluntary sector to develop joint equality strategies
- ♦ its equality strategy complements and is integrated into the community cohesion and migration and neighbourhood engagement strategies
- ♦ it has set appropriate corporate and service/unit objectives to address persistent inequalities related to race, gender, disability, sexual orientation, age, religion or belief for service delivery based on impact assessments and consultation with internal and external stakeholders and partners
- ♦ it has set appropriate corporate and service/ unit employment and pay based objectives for race, gender, disability, sexual orientation, age, religion or belief
- ♦ equality objectives are integrated into the local authority's business and service planning processes
- ♦ there is good practice in service delivery in all the sections of the council with few adverse impacts found in impact assessments- where adverse impacts have been found these have been mitigated

- ♦ key stakeholders and community members are able to scrutinise and challenge performance on equalities issues
- ♦ it has developed information and monitoring systems that allow it to disaggregate data where appropriate, assess progress in achieving objectives and targets and review them if necessary.

An Excellent Authority

An **Excellent Authority** has the following characteristics:

- ♦ members and officers have a reputation for championing equality issues and ensure that the equality issues relevant to their communities are embedded in strategic plans, LAAs and local delivery plans
- ♦ the local authority works with all strategic partners and the third sector to achieve defined equality outcomes
- ♦ it has good evidence of the equalities profile of the community based on national and local data that is regularly reviewed
- ♦ it is measuring progress on equality outcomes, is able to disaggregate data on relevant performance indicators and can demonstrate real outcomes that have improved equality in services and employment
- ♦ it identifies the changing nature of its communities and their expectations and then prioritises its activities and explains its decisions
- ♦ it provides good customer care by ensuring that services are provided by knowledgeable and well-trained staff, who are equipped to cater to particular needs of clients where necessary
- ♦ it has improving satisfaction and perceptions indicators from all sections of the community

- ♦ it uses Equality Impact Assessments to review all major new changes in policy and regularly conducts service Equality Impact Assessments
- ♦ all relevant data on service access is monitored against the equality strands
- ♦ there are forums for all equality stakeholders to share experiences and evaluate the authority's progress
- ♦ all parts of the authority can show tangible progress towards achieving outcomes which address persistent inequalities
- ♦ members, officers, key stakeholders and community members are confident about equality issues and their relevance for the authority and their own responsibilities
- ♦ the authority has implemented action for equal pay outcomes and demonstrates progress on under representation, flexible working, access to training and development and promotes an inclusive working culture based on respect
- ♦ it reviews its equality strategy and public duty equality schemes every three years and seeks innovative improvement challenges