

### **Key Objectives**

- Dispelling stereotypes and myths about different groups of people;
- Raising self-awareness and increasing sensitivity to difference through the exploration of the sources of prejudices and their impact on the individual and community;
- Building the business case for diversity, the benefits it brings for work teams and individuals;
- Understanding the broader case for diversity, its impact on community cohesion and social inclusion and the implications if the organisation did not factor equalities into its work;
- Understanding community profiles, the socio-economic situation of particular community groups and importance of differentiating between 'BME' groups at a localised level;
- Translating legislative requirements placed upon local authorities into practical policies and practices;
- Understanding equalities in relation to good people management, recognising and valuing different talents and skills sets and developing talent of existing employees;
- Understanding the difference between affirmative action and positive action regarding equal opportunities; exploring practical examples of initiatives that can be developed to improve service outcomes for practical minority groups;
- Understanding the use of monitoring and other tools such as self assessment and impact assessments to inform policies and improve service delivery;

### **What does success of this programme look like?**

The foundation for success are the key objectives

- For participants to understand how equality and diversity impacts on service delivery and staff;
- For participants to appreciate how the impact/potential impact of behaviours and actions (both theirs; their staff and the organisation's) affects community cohesion;
- That there should be a change in attitude and behaviour in participants and their staff;
- That there is a notable change in the performance of teams in how they understand, embrace and use diversity to deliver services and interact with service users.

### ***Practical day-to-day management issues***

A key outcome is for managers to take conscious approach considering the diversity implications with their overall decision making around;

### **Operational Decisions;**

e.g. that services cater for the needs of diverse communities and do not discriminate, directly or indirectly, and are fair and accessible at point of delivery

### **Employee Decisions:**

e.g. Planning and allocation of annual leave - being aware of possible impact on team of religious or family issues

Administering sickness absence policy - being flexible to accommodate people who have a disability

**Managing Diversity Programme Day 1**

Time	Topic	Activities	Resources
9:20	<ul style="list-style-type: none"> <li>• Ice-breaker</li> <li>• Introductions, Aims and Objectives,</li> <li>• Course values,</li> <li>• Participant expectations</li> </ul>	Facilitation Discussion	Flipchart OHP
09:45	What is the organisation doing with equality and diversity Race Equality Scheme	Facilitation	
10:15	Equality and Diversity principles <ul style="list-style-type: none"> <li>• Meaning and practice in local government</li> <li>• Delivering Service Excellence ' the challenge of servicing diverse communities'</li> </ul>	Facilitation Group activities Discussion	OHP Flipchart Handout
<b>11:00</b>	<b><i>Break</i></b>		
11:30	The Psychology of Institutional discrimination <ul style="list-style-type: none"> <li>• Understanding how organisation's exclude and the role we play to make it happen</li> </ul>	Facilitation	
<b>12:45</b>	<b>Lunch</b>		
13:30	Precise of the legal Framework <ul style="list-style-type: none"> <li>• Review of legal and corporate obligations in relation to legislation</li> </ul> The Key Equality and Diversity challenges facing the organisation	Facilitation Case-studies	OHP Flipchart
14:30	<i>Making Progress</i> The 3 stages of Diversity development incorporating the: <ul style="list-style-type: none"> <li>• RES; and</li> <li>• Local Government Equality Standard</li> </ul>	Facilitation Group discussion	Flipchart
<b>15:00</b>	<b>Break</b>		
15:15	Overview of Impact Assessment <ul style="list-style-type: none"> <li>• Setting an agenda for Equality and Diversity through the Impact Assessment process</li> </ul>	Facilitation Group activities Discussion	Flipchart Case studies
16:15	<i>Review of Day</i>	Introduce post-event work	
<b>16:30</b>	<b><i>Close of day one</i></b>		

**Managing Diversity Programme Day 2**

<b>Time</b>	<b>Topic</b>	<b>Activities</b>	<b>Resources</b>
09:30	Introductions Ice-breaker		
10:00	Review of day Review of pre-event work	De-brief of pre-event work	Pre-event work
<b>10:30</b>	<b>Break</b>		
10:45	Setting an agenda for Equality and Diversity ' Making it fit into your operational priorities' <ul style="list-style-type: none"> <li>• Service delivery</li> <li>• Knowing when and how to intervene</li> <li>• Accountability</li> </ul>	Facilitation Case study on organisational planning	Handout
11:45	Facilitating ownership ' turning staff into facilitators of cohesive and supportive communities' <ul style="list-style-type: none"> <li>• Adaptive leadership</li> <li>• Stakeholder analysis</li> </ul>	Facilitation	Flipchart
<b>12:30</b>	<b>Lunch</b>		
13:15	Impact Assessment and monitoring - 'a journey of continuous improvement' <ul style="list-style-type: none"> <li>• Knowing options and impact</li> <li>• Effective consultation</li> <li>• Keeping audit trails</li> </ul>	A practical exercise in the impact assessment of own policy or procedures	
<b>15:00</b>	<b>Break</b>		
15:15	Improvements and raising the stakes <ul style="list-style-type: none"> <li>• Setting new goals and building support for higher levels of performance</li> <li>• Knowing when to intervene</li> </ul>	Small group work	
16:00	Surgery	Plenary	
16:20	Review of Programme	Plenary	
<b>16:30</b>	<b>Close</b>		