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SCARBOROUGH BOROUGH COUNCIL

Corporate Equalities Scheme 2015-2020

DOCUMENT CONTROL

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DOCUMENT REVISION APPROVALS

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1 INTRODUCTION

- 1.1 Scarborough Borough Council believes that equal opportunities and diversity are central to all its functions and services. We are committed to ensuring that there are vibrant, sustainable and cohesive communities in Scarborough Borough, in which all people can play as full a part as they wish. We will challenge, change and implement structures to remove the barriers that prevent people from participating in the issues that affect their lives.
- 1.2 We will consider the needs and aspirations of all our customers, residents, visitors and employees, regardless of age, sex, gender identity, disability, sexual orientation, race, socio-economic group, religion or belief, physical abilities, or learning abilities, or any other characteristic.
- 1.3 The Equality Act 2010 replaced previous antidiscrimination laws with a single act, bringing together, harmonising and in some respects strengthening equality law. The Act includes a new Public Sector Equality Duty, replacing previous separate duties relating to race, disability and gender equality, which came into force from April 2011.
- 1.4 This Corporate Equalities and Diversity Scheme sets out how we intend to fulfil our obligations under the Equality Act 2010 and brings together the range of equality and diversity initiatives and projects the Council, with the help of its partners, is working on into a single coordinated equality programme to ensure that our commitments become reality.
- 1.5 The purpose of our Corporate Equalities and Diversity Scheme is therefore to:
 - Meet our legal duties in making equality a reality.
 - Show how we intend to deliver equality in all areas of the Council's work, both as an employer, service deliverer and partner organisation.
 - Identify both our equality objectives, and the actions we will take to achieve them
- 1.6 The Corporate Equalities and Diversity Scheme is an opportunity for Scarborough Borough Council to deliver positive outcomes for both its customers and its staff such as:
 - Demonstrable commitment to valuing diversity
 - Improved customer satisfaction
 - Greater satisfaction within the workforce
 - A more diverse workforce
 - Engender respect for each other and to enhance understanding between different groups.
- 1.7 This scheme is a corporate and strategic document and therefore does not describe all of the detail and analysis behind our objectives. It has been developed drawing on a wide range of research and consultation which has been undertaken by the Council.

2 DEFINITIONS

2.1 What do we mean by Equality?

2.2 Equality is about making sure people are treated fairly and given fair chances. It is also about ensuring that all people achieve equal outcomes, either in the standard of service they receive or as employees. It is not about treating 'everyone the same', but recognising that everyone's needs are met in different ways.

2.3 The Equality Framework for Local Government uses the following definition of Equality, based on the idea of equal life chances:

'An equal society protects and promotes equal, real freedom and opportunity to live in the way 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 be.'

2.4 The Equality Act brings together for the first time all the legal requirements on equality that private, public and voluntary sectors need to follow, replacing all existing equality laws.

2.5 The law protects people from discrimination on the basis of 'protected characteristics' which vary slightly according to whether a person is at work or receiving a service.

2.6 There are nine protected characteristics which employees might have:

- Age
- Disability
- Gender Reassignment
- Marriage or civil partnership
- Pregnancy and maternity
- Race
- Religion and Belief
- Sex (gender)
- Sexual Orientation.

2.7 There are eight protected characteristics of people who use services, which are:

- Age (over 18s only)
- Disability
- Gender Reassignment
- Pregnancy and maternity
- Race
- Religion and Belief
- Sex (gender)
- Sexual Orientation.

2.8 What do we mean by Diversity?

2.9 Historically, organisations and individuals tended to view diversity as a race, gender or disability matter. In reality, diversity includes sexual orientation, gender identity, age, ethnicity, religious belief, physical ability, educational background, geographical location, marital status, class and work experience to name a few.

2.10 A diverse organisation embraces people for their individuality and recognises that customers come from different backgrounds and circumstances. Employees are accepted for their cultural backgrounds and differences in lifestyles and are recognised for their abilities and skills to do the work.

2.11 What do we mean by Discrimination?

2.12 Discrimination can be defined as: treatment or consideration of, or making a distinction in favour of or against, a person or thing based on the group, class, or category to which that person or thing belongs rather than on individual merit.

2.13 **Direct Discrimination** occurs where one group of people is treated less favourably than others in circumstances which are the same or not materially different. For example, if an employee is not selected for promotion because of their race, this is direct race discrimination.

2.14 **Indirect Discrimination** occurs where a requirement or condition appears to be neutral but in fact has a negative or disproportionate effect on a particular group. This could be where a particular employee cannot meet a requirement which is not justifiable in terms of the work and they are at a disadvantage as a result. For example, if the employer only gives training to full-time workers, this would indirectly discriminate against women, as most part-time workers are women.

2.15 The law protects against discrimination (direct and indirect), harassment and victimisation.

2.16 The law also protects people from being discriminated against by:

- Someone who wrongly perceives them to have one of the protected characteristics
- Because they are associated with someone who has a protected characteristic.

3 CORPORATE PRIORITIES AND OBJECTIVES

3.1 Scarborough Borough Council's Corporate Plan details our vision, mission and key aims for the next five years to improve the quality of life in the Borough.

3.2 **Our Vision is** 'to achieve the renaissance of the North Yorkshire Coast by 2020'.

This is supported by our mission, which is 'to be the Best'

The Council aims to achieve this through 4 corporate aims:

- **Aim 1 – Safe and Healthy**
- **Aim 2 – Prosperous**
- **Aim 3 – Inclusive and Vibrant**

- **Aim 4 –Quality Environments**

3.3 Under the corporate aim of 'Inclusive and Vibrant', improved opportunities and life chances for all, ensuring we provide accessible services, is a key priority. We aim to promote equality and ensure our services are accessible to all.

3.4 The Council also has five corporate values, which are shared by all Councillors and employees and inform everything that we do. These values ensure that our services meet the needs of our customers and that everyone has access to the services and opportunities that they need.

- **Looking after the well-being of the Borough**
- **Putting Customers First**
- **Treating People fairly**
- **Valuing Colleagues**
- **Conducting business with honesty and integrity**

3.5 These priorities, aims and values have a significant impact on the way in which the Council works, the services it provides and the way in which it provides them.

3.6 It is the aim of this plan to reflect these and show how they will be put in action to develop vibrant, sustainable and cohesive communities in Scarborough Borough, in which all people can play as full a part as they wish, free from unlawful discrimination.

4 CORPORATE EQUALITIES POLICY STATEMENT AND OBJECTIVES

4.1 Aim

Scarborough Borough Council is committed to the provision of high quality, relevant services free from discrimination and delivered in a way which is accessible to all sections of the community. As a major employer within the area, we are also committed to the principle and achievement of providing equality of opportunity in employment at the workplace to existing and potential employees. We wish to set an example to others who provide goods and services, by promotion and publicity of policies and practices, which are designed to encourage equality of opportunities.

4.2 Objectives

Our Equality Objectives are:

As a Community Leader, we will:

- Work to develop a culture which values the diversity of people from all sections of society, and to promote community cohesion
- Set an example to others who provide goods and services by promotion and publicity of policies and practices, which are designed to encourage equality of opportunities, and eliminate all forms of discrimination, whether direct or indirect.

- Work to ensure that issues such as race, sex, gender identity, age, disability, religion or belief, and sexual orientation are not barriers to the receipt of services.

As a Service Provider, we will continue in our commitment to achieving equality for all those who live in, work in and visit the area of the Borough by ensuring that:

- Our services are accessible;
- Our services are flexible and responsive to the needs of the community;
- Users of our services are treated fairly and all complaints are dealt with in accordance with our Equalities Scheme and policies;
- There is consultation within the community on the way in which services are planned and delivered;
- Systems are in place to monitor our services and plans are implemented to achieve continual improvement;
- The results of consultations and monitoring are published and the public has access to the information provided;
- All contracts are monitored to comply with the Council's Equalities and Diversity Scheme and Equal Opportunities Policy;
- Councillors and employees receive training to raise the awareness of equality and diversity issues and the Council's policies and procedures, to enable them to understand their responsibilities for equality and expected standards of behaviour.
- Individuals and communities are encouraged to report all forms of discrimination

As an employer, we are committed to eliminating discrimination in employment through the establishment of good employment practices applied equally to all employees. All employees will:

- Have equality of opportunity in recruitment and selection, redundancy, retirement and redeployment, grievance and disciplinary procedures, performance appraisal, career development and training;
- Be consulted on the way in which policies are developed and implemented;
- Have any complaints fairly and properly investigated;

We will:

- Ensure policies are in place to meet the varying needs and work/life responsibilities of employees.

- Work to achieve a workforce which is representative of the community we serve.

5 COMMUNITY ENGAGEMENT AND SATISFACTION

- 5.1 Scarborough Borough Council understands that both customers and employees have important parts to play in achieving the Council's aims and objectives and in delivering its priorities. It recognises that the people best able to advise about the impact of policy changes are the people who are affected by them. We also recognise our obligation under the Equality Act 2010 in encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.
- 5.2 Consultation is the best way to identify any adverse impact that policies and practices may have on the promotion of fairness in employment and service delivery. We are committed to consulting with the public and stakeholders on policies and services that affect their well-being. This involves systematic and effective consultation and participation with all individuals and community groups.
- 5.3 To understand the needs of the community, the Council will seek out the views of all potential users, especially those from under-represented and hard to reach groups. We will actively develop effective consultation mechanisms with community representatives by:
- Consulting with existing groups including our Residents and Business Panels, Town and Parish councils, Community and Voluntary organisations, Members of the North Yorkshire Coast Community Partnership
 - Encouraging participation at local Area Forums and similar meetings
 - Working with partner agencies to develop effective consultation practices with groups highlighted as experiencing social exclusion
 - Using a range of consultation methods, including postal and telephone surveys, focus groups, interviews and personal visits, to ensure communication with the whole community
 - Ensuring that those groups that are consulted are given feedback on how their involvement has been incorporated into the planning and decision-making processes. The feedback method will be the most appropriate to the groups in question, to ensure comprehensive involvement
- 5.4 The Council will ensure that the methods used to reach these groups are relevant and practical to allow all members of the community to influence the services and initiatives that they receive, regardless of their reasons for feeling excluded.
- 5.5 Consultation will be:
- Meaningful, in that it genuinely feeds into the decision-making process and is timed to allow this to happen. Consultation periods will be for a length of time sufficient to allow all those who wish to respond to do so.
 - Representative, in that it is based on a proper cross-section of views that genuinely represent the groups likely to be affected
 - Effective, in that it makes a genuine impact on the policy development process

- Suitable for the topic and groups involved
- Proportionate

5.6 The Council is committed to involving people from all groups, including under represented and hard to reach groups and giving them every opportunity to comment on how our services and employment practices are provided and developed. The Council also recognises that it is important under represented and hard to reach groups are represented in all the ways in which we consult. We will involve people on employment matters and the services we provide including:

- Finding out what barriers people face and taking steps to remove them
- Asking if people are happy with the services we provide, e.g., through satisfaction surveys, focus groups
- Setting priorities and helping us to plan things
- Looking at the impact of existing and proposed policies
- Monitoring and checking how well things are done

5.7 In order to maximize consultation and involvement, we want to ensure people from all groups within our communities are part of consultation and the decisions the Council makes. To do this we will:

- Assess the methods for carrying out consultation and ensure the methods meet the needs of people, e.g., internet, face to face, questionnaires in alternative formats and languages.
- Identify the groups representing people from under represented and hard to reach groups who are already being consulted with so the gaps can be identified of those who are not represented.
- Promote consultation in a variety of places enabling wider coverage, e.g., by letter, through community/voluntary groups.
- Ask for feedback about the effectiveness of the consultation and make any necessary reasonable adjustments for the future.

5.8 Complaints

5.9 The Council aims to deliver the best possible services, but accepts that sometimes, service users have cause to complain. The Council recognises that complaints are amongst the most valuable forms of customer feedback which it receives. Responding to complaints, recording the nature of complaints, monitoring the implications of complaints against the Corporate Equalities and Diversity scheme and feeding back the lessons learned into the corporate business planning process to inform service action is vital to improve customer care and to ensure continuous improvement.

5.10 The Council takes complaints about the services it provides, or about the people it employs to provide them, seriously and has a formal complaints procedure for use when things go wrong. We will monitor complaints to assist with ensuring that we are meeting our equalities duties. We will take all complaints seriously and will not tolerate any form of discriminatory behaviour.

5.11 We have grievance and disciplinary procedures in place, including a policy on dealing with complaints of harassment relating to employees. We also have a whistle blowing procedure which extends the protection for employees who want to report bad practice, without fear of being victimised as a result.

5.12 The Members' Code of Conduct deals with complaints about the conduct of elected members.

6 RESPONSIVE SERVICES AND CUSTOMER CARE

6.1 Improving the level of involvement of local people in public services is a major part of the Government's modernisation agenda. Scarborough Borough Council is committed to developing an approach which reflects the perspectives of the people it serves and the complexities of its communities.

6.2 As a service provider, the Council believes that all its customers have a right to expect and receive high quality services that are appropriate and relevant to their needs. We are working to ensure that there is equal access and opportunity to quality services and employment is available to all without discrimination.

6.3 We aim to set an example to others who provide goods and services by promotion and publicity of policies and practices, which are designed to encourage equality of opportunities.

6.4 Analysis of the effects of Equality

6.5 Within the Council, we need to understand whether our services are meeting everyone's needs and whether people who need our services have access to them. To help us to do this, we carry out Equality Impact Assessments (EIAs). EIAs are a way of deciding whether an existing or proposed policy, procedure, practice or service does (or may) affect people differently, depending on their diversity category, and ensuring that the Council's decisions and activities do not disadvantage different groups in our community. The purpose of an EIA is to identify actions that will drive improvement and change in delivering equalities. The information gathered from the Equality Impact Assessment process will be used to help us develop our equality objectives.

6.6 The assessment is based on identifying any barriers that exist which could lead to some groups or people being treated differently than others and not getting the service from the council that they need.

6.7 We produce guidance and provide training to the people who will be responsible for undertaking the EIAs.

6.8 Once an Equality Impact Assessment has been carried out, we consider what changes need to be undertaken within the policy to reflect the findings from the assessment

6.9 A summary of the results is published on our website and reported as part of the annual review of the Corporate Equalities and Diversity Scheme. The results are

made available to the public through the internet and in alternative formats on request.

6.10 Access to Services and Information

6.11 We acknowledge that quality services cannot be achieved unless they reach all those to whom they are relevant in the community and that services will only be successful if all customers know about them and how to use them.

6.12 The Council, therefore, aims to provide a wide range of information about its services to all sections of the community. We are committed to effective communication with the public, and to identifying and overcoming any perceived or actual barriers encountered by minority groups in respect of access to information and services.

6.14 We will also make reasonable adjustments so that information and services are accessible to everyone who needs them. A person's cultural and language needs will be recognised and services will be provided which are appropriate to these needs. Specific consideration will be given to how to best communicate information to young people and those with learning difficulties. The Council also recognises that people with disabilities have specific access requirements to enable them to use its services.

6.15 We will:

- subscribe to the 'Language Line' service to enable non-English speaking customers to gain access to our services
- Provide information on our website on all our services and provide a link to a facility to translate the text of web pages into a range of other languages
- Make available forms and key documents via the Council's website
- Provide published information, including corporate and service documents and strategies in different formats such as large print, electronically/on CD and audio, and in alternative languages, on request
- Place information in appropriate formats and locations
- Ensure that all Council publications are easily readable – using no small fonts, clearly contrasting text and backgrounds, plain English, etc

6.16 Where access is difficult and where an adjustment cannot be made because of practical or cost reasons, an alternative arrangement will be offered so that person concerned is still able to access the service.

6.17 The Council undertakes to examine its policies and the outcomes of its policies and practices to avoid disadvantaging any section of the local community. Through regular monitoring of service delivery, customer satisfaction, usage and evaluation of its effectiveness, the Council is able to ascertain whether the services it provides reaches communities within the Borough and provides for their needs.

6.18 Equalities monitoring systems have been established within many service delivery areas. The Council will also gather information through the variety of forums and

panels it is represented on to ensure it is responding to the changing need within the community.

6.19 Disability Access Audits and reasonable adjustments

6.20 The purpose of a disability access audit is to find out what physical, attitudinal and environmental barriers disabled people face in accessing services. Examples include:

- Not having adequate provision of accessible parking
- Lack of auxiliary aids such as an induction loop for hearing aid users
- Lack of adequate physical access into a building such as the provision of a ramp for wheelchair users.
- Not adequately monitoring the effectiveness of policies or services for disabled people.

6.21 When any such barriers have been identified, we have to look at ways of removing them. Access Audits of all council buildings have taken place and will continue. If a barrier is identified, the Council will make the necessary reasonable adjustments. If a barrier is identified where it is outside the control of the Council, e.g., access to a building not owned by the Council, we will take steps to address it by drawing it to the attention of the appropriate organisation.

7 MODERN AND DIVERSE WORKFORCE

7.1 Scarborough Borough Council, as a major employer within the area, is committed to the principle and achievement of providing equality of opportunity in employment at the workplace to existing and potential employees.

7.2 The Council is working to maximise the effective use of human resources by ensuring that no job applicant or employee receives less favourable treatment on the grounds of any of the protected characteristics.

7.3 We aim to ensure that all people with protected characteristics can freely enter Local Government, gain promotion and progress in all trades, occupations and professions to the highest levels. Recruitment, promotion, transfers and training criteria will be regularly reviewed to ensure that individuals are selected, promoted and trained on the basis of their relevant merits and abilities.

7.4 Monitoring will take place and we will work to ensure that the demographic profile of our workforce more closely matches that of the communities we serve.

7.5 Institutional discrimination can be seen or detected in processes, attitudes and behaviour that amount to discrimination through unwitting prejudice, ignorance, thoughtlessness and stereotyping which disadvantages individuals or groups. The Council will regularly examine the outcome of its Human Resources policies and priorities to guard against disadvantaging its employees or any section of the communities within the area of the Borough.

- 7.6 Any complaints of discrimination against employees will be investigated thoroughly and where appropriate dealt with in accordance with the Council's Disciplinary or Bullying and Harassment Procedures.
- 7.7 The Council also has a policy in place regarding the 'Use of inappropriate language and display of images in the workforce' and information has been issued to Managers and leaflets to staff in order to raise awareness.

8 COMMITMENT OF RESOURCES

- 8.1 Within the constraints of its overall budget and the work needed to achieve its other priorities for improvement, Scarborough Borough Council will make available the necessary resources to ensure that it meets its statutory duties and successfully implements the actions set out in this plan.

9 MONITORING AND REVIEW

- 9.1 The success of our Corporate Equalities and Diversity Plan will be seen in the outcomes we achieve. We will continually monitor and review this plan to ensure that we are meeting our equality objectives. Monitoring will be undertaken in a number of ways.
- 9.2 Equality monitoring is the process of gathering and analysing data on the equality strands. We recognise that equality monitoring is an important way of assessing our services. Monitoring is an essential part of tackling inequality and discrimination and, if done effectively, will help us check whether our policies, services and organisational culture are meeting the needs of our community.
- 9.3 Whilst we recognise that there are many strands to diversity within our communities, for the purposes of equalities monitoring, we will use the equality strands of race, sex, gender identity (where appropriate), disability, sexual orientation, religion or belief and age. We will also take account of pregnancy/maternity, socio-economic, geographic and other factors/equality strands as appropriate. We recognise the sensitivities in monitoring equalities strands and will work to improve understanding as to the reasons and purposes for gathering such information.
- 9.4 We have implemented a standard equality monitoring form that will be used for all internal and external equality monitoring. Implementing a standard equality monitoring form enables the same information to be collected from across the different services. This will show whether different services are meeting the needs of the community.
- 9.5 Any data collected will be analysed and reported on and can be used within the Council for:
- Setting targets
 - Reviewing our service delivery by comparing our performance over time
 - Developing services and assisting with making changes

- 9.6 We will monitor employment and service delivery to ensure that all people from all equality groups have fair and equal access to Council jobs and services. This will be done by:
- Developing and improving existing monitoring systems to ensure informative equality data is collected
 - Examining all monitoring systems for compliance with corporate standards and equality legislation
 - Analysing the data collected and identifying where there are blocks to equality and why these occur
 - Developing strategies and targets to address any disparity within the services the Council provides. This will include consulting with under-represented groups on such policies and targets
 - Monitoring the implementation of equality and diversity action plans and performance indicators through the Council's Corporate Performance Management Framework.
- 9.7 Monitoring will also take place through Equality Impact Assessments, analysis of consultation and compliments, complaints and comments.

9.8 Performance Measures and Targets

- 9.9 The Council also measures performance and progress against performance indicators. These are reported on through our corporate Performance Management Framework and published in our Annual Report.
- 9.10 The Council will determine target dates for implementing the actions arising from the Corporate Equalities and Diversity Plan and will monitor progress, regularly reporting to Members through our corporate Performance Management Framework processes.
- 9.11 Cabinet will have the responsibility for approving and monitoring the Plan on behalf on the Council. The Corporate Equality and Diversity Champion is the Lead Member for this Plan and has the responsibility for updating the Cabinet.

Equalities Action plan 2015- 2020

	Equality Objective	Action	Responsible Officer	Timescale	Measure of Performance/ Performance Indicators
1	As a Community Leader, we will:				
1.1	<ul style="list-style-type: none"> • Work to develop a culture which values the diversity of people from all sections of society, and to promote community cohesion 	Successfully complete the Government's "Our Place" programme in Castle/North bay.	Partnerships and Sustainable Communities Manager	Formal Our Place programme ends on 31 March 2015. Delivery of operational plan thereafter (as per timescales)	Satisfaction with the area as a place to live
1.2	<ul style="list-style-type: none"> • Set an example to others who provide goods and services by promotion and publicity of policies and practices, which are designed to encourage equality of opportunities, and eliminate all forms of discrimination, whether direct or indirect. 	Introduce equalities monitoring of those standing for local election; use the information to identify and address any issues	Senior Performance and Governance Officer/Elections Officer	Implement for Elections in May 2015, on-going thereafter	% of candidates for local elections by equalities group; profile of Elected Members
		Promote awareness of Corporate Equalities scheme, including production of new leaflet	Senior Performance and Governance Officer	Following approval of new scheme	Leaflet produced, printed and made available on website
		Inclusion of Equalities in Contract documentation	Procurement Manager	On-going - to be updated as required	
1.3	<ul style="list-style-type: none"> • Work to ensure that issues such as race, sex, gender identity, age, disability, religion or belief, and sexual orientation are not barriers to the receipt of services. 	Ensure that Equalities Impact Assessments are undertaken on financial decisions and proposed changes to service delivery	Senior Performance and Governance Officer/Chief Accountant	On-going	EIA completed on budget proposals - March/April annually

	Equality Objective	Action	Responsible Officer	Timescale	Measure of Performance/ Performance Indicators
		Continue to analyse and monitor satisfaction and take-up with our services by protected characteristics, identify and address any adverse trends	Senior Performance and Governance Officer	on-going	Annual Monitoring Report presented to Scrutiny Committee
		Continue to provide support to reduce barriers to receipt of services, including waste collection assisted collection service, Leisure Saver Scheme, range of leisure sessions to suit specific groups, etc	All SUMs	on-going	Number of junior admissions
	Number of visits by people aged 50 or over to leisure facilities				
	Number of visits that are Leisure Saver				
2	As a Service Provider, we will continue in our commitment to achieving equality for all those who live in, work in and visit the area of the Borough by ensuring that:				
2.1	<ul style="list-style-type: none"> Our services are accessible; 	Analyse and monitor satisfaction and take-up with our services by protected characteristics, identify and address any adverse trends	Senior Performance and Governance Officer/SUMs	on-going	Annual Monitoring Report presented to Scrutiny Committee
		Provide support to reduce barriers to receipt of services, including waste collection assisted collection service, Leisure Saver Scheme, range of leisure sessions to suit specific groups, etc	All SUMs	on-going	Include information in Annual Monitoring Report
		Submit a bid to the Sport England Community Sport Activation Fund for a 3 year multi – sport outreach project to increase participation levels in the Borough, with a specific focus on health and wellbeing and inclusive sport.	Leisure Services Manager	Bid to be submitted by March 2015. Project to be delivered thereafter	Bid submitted to Sport England. If successful, project delivered and evidence of increased participation levels
		Explore provision of additional services and working in partnership with other public sector organisations at Customer First sites.	Deputy Chief Executive	on-going	
		Deliver the Tackling the Digital Divide Plan, which aims to reduce the number of people in the Borough who are not able to use the internet to access services	Deputy Chief Executive	As detailed in the TDD Plan	Increase in numbers of people accessing SBC services online

	Equality Objective	Action	Responsible Officer	Timescale	Measure of Performance/ Performance Indicators
2.2	<ul style="list-style-type: none"> Our services are flexible and responsive to the needs of the community; 	Deliver the SWITCh programme, improving customer access	Deputy Chief Executive	programme delivered as per project plan	
		Continually review and update programme of leisure activities to suit changing needs	Leisure Services Manager	on-going	Levels of participation/attendances
		Implementation and continued development of the new Firmstep CRM, self serve and on-line forms to deliver more services fully at the first point of contact and increase the range of access channels available to customers.	Deputy Chief Executive	programme delivered as per project plan	project implemented % of customers using different access channels
		Development of the Customer First Centre at Scarborough to meet the changing patterns in customer demand arising from channel shift from face to face interactions to increased take-up of on-line services.	Deputy Chief Executive	on-going	% of customers using different access channels
2.3	<ul style="list-style-type: none"> Users of our services are treated fairly and all complaints are dealt with in accordance with our Equalities Scheme and Equality policies; 	Improve the Council's Complaints monitoring system; ensure that any equalities issues are highlighted and investigated	Senior Performance and Governance Officer/Business Improvement Analyst	Dashboard in place by July 2015	
2.4	<ul style="list-style-type: none"> There is consultation within the community on the way in which services are planned and delivered; 	Review the Council's Residents Panel to ensure that it matches the demographic profile of the Borough, consider consultation methods	Senior Performance and Governance Officer	annual review	Analysis of Panel by demographic group
2.5	<ul style="list-style-type: none"> Systems are in place to monitor our services and plans are implemented to achieve continual improvement; 	Extend satisfaction surveys to cover additional service areas where appropriate	Senior Performance and Governance Officer	on-going	no. of service areas covered/consultations which include equalities monitoring
2.6	<ul style="list-style-type: none"> The results of consultations and monitoring are published and the public has access to the information provided; 	Ensure that the results of consultation exercises are routinely published	Senior Performance and Governance Officer	to commence from 1 April 2015	Results on website within one month of close of consultation

	Equality Objective	Action	Responsible Officer	Timescale	Measure of Performance/ Performance Indicators
2.7	<ul style="list-style-type: none"> All contracts are monitored to comply with the Council's Equalities and Diversity Scheme and Equal Opportunities Policy; 	Equalities standards and targets agreed as part of contracts to be monitored and where necessary enforced	Procurement Manager/SUMs	on-going - to be incorporated into contracts	
2.8	<ul style="list-style-type: none"> Councillors and employees receive training to raise the awareness of equality and diversity issues and the Council's policies and procedures, to enable them to understand their responsibilities for equality and expected standards of behaviour. 	Review current training and develop options/training programme, ensure information on Equalities and the Council's Corporate Equalities and Diversity Scheme is included in Induction for new employees and new Members	HR Manager/Regulatory and Governance Manager	To be included in training for new Members following May 2015 elections	
2.9	<ul style="list-style-type: none"> Individuals and communities are encouraged to report all forms of discrimination 	Promote awareness of Whistleblowing Policy	Human Resources Manager		
		Raise awareness of the Corporate Equalities and Diversity scheme - leaflets to be revised, published and circulated	Senior Performance and Governance Officer	Sep-15	Leaflets developed, circulated and placed on web
3	As an employer, we are committed to eliminating discrimination in employment through the establishment of good employment practices applied equally to all employees. All employees will:				
3.1	<ul style="list-style-type: none"> Have equality of opportunity in recruitment and selection, redundancy, retirement and redeployment, grievance and disciplinary procedures, performance appraisal, career development and training; 	Continue to analyse and monitor equalities profile of our workforce and job applicants by protected characteristics, identify and address any adverse trends	Human Resources Manager/ Senior Performance and Governance Officer	on-going - Annual Reporting	Annual Monitoring Report presented to Scrutiny Committee
		Promote opportunities for apprenticeships and work closely with local schools and colleges	Human Resources Manager	on-going	
3.2	<ul style="list-style-type: none"> Be consulted on the way in which policies are developed and implemented; 	Continue to hold regular meetings of the Joint Consultative Committee	Human Resources Manager	on-going	Number of JCC meetings held per year
		Consult employees, Members and trade unions on policy development and implementation through the Joint Consultative Committee, and Resources Scrutiny Committee	Human Resources Manager	on-going	

	Equality Objective	Action	Responsible Officer	Timescale	Measure of Performance/ Performance Indicators
		Ensure Consultation on policies, etc, is undertaken with staff and trade unions as appropriate	Human Resources Manager	on-going	
3.3	• Have any complaints fairly and properly investigated;	Continue to analyse and monitor disciplinaries, grievances, to identify and address any adverse trends	Human Resources Manager	on-going	Details within Annual Monitoring Report
	We will:				
3.4	• Ensure policies are in place to meet the varying needs and work/life responsibilities of employees.	Ensure that the programme of reviews of Human Resources policies and procedures is completed, new policies are developed in response to any changes to legislation	Human Resources Manager	on-going	Programme completed by target dates
3.5	• Work to achieve a workforce which is representative of the community we serve.	Ensure the continued development and application of fair and consistent recruitment policies. Monitor and report through Annual Monitoring Report	Human Resources Manager	on-going	Percent of top paid 5% of staff who are women
					Percent of top paid 5% of staff who are from ethnic minority
					Percent of top paid 5% of staff who have a disability
					Percent of employees with a disability
		Percent of employees from an ethnic minority			
		Ensure good practice in recruitment and selection processes, including provision of training for Managers. Monitor and report through Annual Monitoring Report	Human Resources Manager	on-going	as above
		Participate in the 'Two Ticks' (Positive about disability) scheme	Human Resources Manager	on-going	as above
		Provide information in alternative formats as required	Human Resources Manager	on-going	as above