

SECTION 1 LEADERSHIP AND CORPORATE COMMITMENT				
Issue or theme	Action	Lead Department	Target dates	Progress
Leadership/Management	<ul style="list-style-type: none"> • All council managers promote equalities goals and take action to ensure equality within service areas • Business planning process to ensure that service plans set equality objectives from the outcomes of Equality Impact Assessments • Guidance and support to be provided to managers on the equalities requirement of the team planning process. 	<p>All Directors</p> <p>Strategy & Governance</p>	<p>2008-2011</p> <p>September 2008</p>	<p>Evidence of this provided for the achievement of level 3 of the Equality Std for Local Government.</p> <p>Peer Challenge suggested that further consistency across the council is required.</p> <p>Ongoing support from Equalities & Inclusion team. Completed EIA's used for Equality Objectives in team plans. EIA timetable monitored and agreed regularly at GMT/DMT's</p>

SECTION 2 COMMUNITY DEVELOPMENT & ACCOUNTABILITY

Issue or theme	Action	Lead Department	Target dates	Progress
Stronger partnership working with minority communities	<ul style="list-style-type: none"> To continue to support community cohesion events such as Black History Month with Equalities & Inclusion Budget 	Strategy & Governance	Publicity September 2008	Funded 9 successful projects across all six events in 2008/9. Community and voluntary sector representatives were recruited to the panel assessing applications. Bidding process underway for 2009/10.
Working with key partners across the city	<ul style="list-style-type: none"> Undertake an Equality Impact Assessment process as part of the development of the Community Engagement Framework to ensure our new approach addresses needs of minority communities 	Strategy & Governance	December 2008	Completed and outcomes fed into action plan.
Communication	<ul style="list-style-type: none"> The development of the new City Inclusion Partnership (CIP) as a partnership within the 2020 Community Partnership to tackle equalities and inclusion citywide 	Strategy & Governance	CIP to be formally approved as a LSP partnership by Sept 2009	CIP will go the LSP for formal adoption in Sept 09. Feedback from members is good with additional partners joining all the time.
	<ul style="list-style-type: none"> Ensure strong BME community consultation as part of the City Inclusion 	Strategy & Governance	September – December 2008 and	Links with the CVS is progressing well with the development of Equalities

	<p>Partnership</p> <ul style="list-style-type: none"> To ensure our citizens and staff understand the council's priorities and objectives regarding equality and inclusion using the council's website (to include why we undertake service monitoring) Improve internal and external communication approaches via new Communication Strategy 	<p>Strategy & Governance</p> <p>Strategy & Governance</p>	<p>ongoing</p> <p>December 2008</p> <p>December 2008</p>	<p>Coalition. Further consultation to be planned linked to the Single Equality Scheme.</p> <p>Web pages updated with new EIA page developed. This page includes an up to date version of the EIA timetable and summaries of completed EIAs. Further improvements are planned.</p> <p>Launch of new Equality and Inclusion Policy in conjunction with Communications team. Hand on Heart Campaign (equality pledges from staff to launch new policy) with Pledge Posters sent to all council buildings. Further publicity via Staff Conferences in June.</p> <p>Equalities Steering Group to develop an internal communication strategy to ensure that messages, including positive stories, are communicated across all the organisation.</p>
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<p>Engagement and consultation with disabled people</p>	<ul style="list-style-type: none"> Establish mechanisms for involvement and consultation with disabled people in partnership with the PCT and the Federation of Disabled People. And with children and young people with a disability and their parents and carers in a partnership between the CYPT, the PCT and aMaze 	<p>Strategy & Governance</p> <p>CYPT</p>	<p>December 2008</p>	<p>Get Involved project with the Fed and the PCT up and running.</p> <p>Disability Services review in progress completion of review due Oct 09</p>
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SECTION 3 SERVICE DELIVERY AND CUSTOMER CARE

Issue or Theme	Action	Lead Department	Target Dates	Progress
Equality Impact Assessment process	<ul style="list-style-type: none"> • Equality Impact Assessments to be undertaken in line with corporate timetable and for all new policies • EIA process must consider all equality strands and consider poverty and deprivation issues • Summary results to be publicised on the Intranet and in hard copy on request 	All directorates	2008-2011	EIA timetable updated regularly with directorates agreeing and monitoring their timetable at GMT/DMT' meetings. All completed EIA's across the council have had summaries produced and are available on the council's WebPages
Effective Monitoring of services	<ul style="list-style-type: none"> • Business planning process to ensure that divisional/team plans set equality objectives from the outcomes of Equality Impact Assessments • Monitoring processes to be agreed by service areas following the corporate monitoring guidelines <ul style="list-style-type: none"> • Service areas to publish their monitoring processes and rationale • Key services areas required to develop monitoring of disability include:- • Services for Children and Young People • Arts & Leisure 	All directorates	March 2009 In line with EIA timetable	CYPT monitor via Governors and their managers - ongoing. Housing Strategy dedicated monitoring group agreed and in development – first meeting spring 2009
		All directorates		
		Children and Young People's Trust Cultural Services Environment Adult Social Care & Housing		

	<ul style="list-style-type: none"> • Community Safety • Housing • Planning • Regeneration 			
Procurement	<ul style="list-style-type: none"> • Ensure that contractors comply with the council's equality and inclusion policies • Ensure monitoring systems are used to provide evidence that contractors have equalities policies and that their staff are trained in equalities. • Corporate Procurement to survey all contractors regularly. Monitoring data will be collated, analysed and reported to F&R DMT. • Areas for future action will be identified via this process and the annual review of the Corporate Procurement EIA. 	<p>All directorates</p> <p>All directorates</p> <p>Finance and Resources</p> <p>Finance and Resources</p>	<p>Ongoing in line with contract arrangements</p> <p>June 2008</p> <p>Annually</p>	<p>The Procurement Team have undertaken an equalities workforce monitoring of suppliers which they are analysing against demographic data. The team are also reviewing the equalities policies of the top 20 suppliers (by value of contract). The team has produced a new Procurement Toolkit for managers which include a section on equalities in the Procurement process and are working on an update of the Workforce Matters Code of Practice. 'Managing Procurement Effectively'. Training is delivered by the team to managers and budget holders which address equalities and the need for inclusive procurement. This training is run on a quarterly basis.</p>

<p>Satisfaction & Complaints</p>	<ul style="list-style-type: none"> Complaints monitoring report to all Directorates quarterly to feed into EIA processes and to TMT to highlight council-wide issues 	<p>Strategy & Governance</p>	<p>September, November, February, June annually</p>	<p>Quarterly reporting underway. Numbers of equality related complaints are low. Complaints are considered as part of the EIA process.</p>
<p>Access to services</p>	<ul style="list-style-type: none"> Make council buildings accessible against BV156 through the council's capital programme commitments 	<p>Finance & Resources</p>	<p>March 09 – 70% March 10 – 75%</p>	<p>Performance against BV156 continues to meet targets. 70% of council buildings are now DDA accessible.</p>

SERVICE DELIVERY AND CUSTOMER CARE: Directorate Actions

Directorate:

Cultural Services

Action	Service area	Target Date	Progress
<p>Cultural Service audit identifies disability equality as a high priority in the areas of:</p> <ul style="list-style-type: none"> ▪ Economic development ▪ Tourism ▪ Major projects ▪ Disability information and guide for the City ▪ New King Alfred Sports Centre ▪ Libraries ▪ Museums ▪ Voluntary sector and external funding 	All	2006-09	<p>Equality Impact Assessments are complete for Tourism, Major Projects. Libraries and Museums and underway for Economic Development.</p> <p>A disability information guide for the city was commissioned and is in progress through the Federation of Disabled People. A number of libraries have had access improved e.g. Hove or have been re-provisioned - Coldean.</p>
<p>To promote services across equality strands to encourage take up from underrepresented groups</p> <ul style="list-style-type: none"> ○ Libraries promoting "Year of Reading" – to all ○ Libraries working to make membership process accessible to all ○ Ongoing work in libraries service to promote links with local community groups through exhibitions including BME & LGBT ○ Arts and creative industries – looking at ways of engaging excluded people in the cultural life of the city ○ Plans in place to fund/support arts projects initiated by BME groups in the city. 	All	2006-2009	<p>Library Service Equality Impact Assessment includes comprehensive monitoring and targeted actions to address identified issues e.g. Increasing links with local community groups and review of services to vulnerable people</p>

Directorate:	Environment		
Action	Service Area	Target dates	Progress
Audit identifies disability equality as a high priority in the areas of <ul style="list-style-type: none"> ○ Public transport, taxis ○ Planning ○ Highways maintenance ○ Sport and recreation 	All	2006-2009	The Highway Basic Maintenance team carry out regular inspections throughout the city, to identify and repair any safety issues. Each street in the City gets inspected at least twice a year with more heavily used and prime areas being inspected every month. The team also responds to report and complaints, visiting every location to check whether any safety defects are present.
Work in partnership with train operators towards 'Secure Station' accreditation for the remaining station in the city	Sustainable Transport	March 2011	All eight railway stations within the city now have "Secure Station" accreditation.
Ensure that all safety audits carried out at the city's 26 priority road collision 'hotspots' include an accessibility and visibility assessment	Sustainable Transport	In accordance with LTP 2006 – 2011	Accessibility & visibility form a standard part of the safety audit process for engineering and road improvement schemes requiring safety audits. Work is currently being undertaken to review the 26 priority sites against the latest collision data. Work is either in progress or has been completed at the following sites: Clock Tower, Kings Rd/West St, Castle Sq/Old Steine, Dyke Rd/Western Rd, North St/Ship St, North St/East St. Work will begin at Seven Dials this year.

<p>Continue work to ensure that more bus stops are accessible to people with pushchairs and wheelchairs</p>	<p>Sustainable Transport</p>		<p>Bus Stop Accessibility is an ongoing programme. To date, accessibility improvements have been made at 250 of the city's bus stops. It is expected that a further 15 will be completed this year. There are approximately 1,200 bus stops in the city.</p>
<p>Review council policy and procedures regarding street and pavement furniture in light of the DDA. Review to include all stakeholders including disabled people.</p>	<p>Highways</p>	<p>July 2008</p>	<p>Report sent to Licensing Committee on 24th April with some proposed changes to policy/procedures. The policy/procedures are also undergoing a review at OSOC on the 21st April regarding progress on an earlier Scrutiny Panel that includes trader's objects on the pavement. As part of the equality impact assessment the Federation of Disabled People were consulted, as were several residents groups, traders and the RNIB.</p>
<p>The street cleaning contract to take into account disability issues and to give greater focus to impact on disabled people of street cleaning.</p> <p>Work to improve parks and open spaces in the city</p>	<p>City Services</p> <p>City Services</p>	<p>September 2008</p>	<p>The Street Cleaning contract is carried out In-House and will be reviewed as part of the EIA programme</p> <p>Ongoing as part of the EIA currently in being completed</p>

<p>To continue to develop community based sport and physical activity across the city to create ongoing opportunities for residents</p> <ul style="list-style-type: none"> ○ Girls football in Hollingdean ○ "Girls Getting Active Day" ○ Support County Cricket Board's development plan for disability cricket ○ Buggy Healthwalks planned for women with post natal depression ○ Develop links with BLAGGS in development of LGBT Sports Society publication and provide support to LGBT sport groups and societies. ○ Work with BMEYPP to link local BME people with training opportunities, volunteer opportunities and courses. <p>To continue to provide training programmes for individuals and clubs:</p> <ul style="list-style-type: none"> ○ 2 x junior sports leader award courses per year ○ 2 x young leader award courses per year in schools ○ 2 x equity in coaching ○ 2 x good practice and child protection courses 	<p>Sports & Leisure</p>	<p>Completed and ongoing</p>	<p>Community based activity continues across the City.</p> <p>The Healthwalks scheme delivers 13 led walks a week, run by volunteer walk leaders, with 9 being buggy friendly Healthwalks are delivering the Step to It programme for Adults with Learning Disabilities and have delivered taster sessions for local Arabic and Muslim women's group.</p> <p>The Active for Life project targets areas of deprivation in the city to empower local people. Activities include: Boccia sessions in Sheltered Housing, Tai Chi and Yoga in local venues.</p> <p>BLAGSS swim session and Tai Chi has been developed and delivered weekly. Women Only session now held at St Lukes supporting Moulsecoomb Inclusion Unit.</p> <p>Supported the Special Olympics Team who complete in Leicester in July and supported the annual Sussex Parallel Games. (for children and young people with a disability)</p> <p>Through partnership working with the School Sports Partnership and the Sussex Sports Partnership all courses have been delivered. Healthwalk Leader training course have also been delivered with a course specially being run for learning disability staff.</p>
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<p>To continue to deliver the new Community Safety, Crime Reduction and Drugs Strategy 2008-2011 which includes priorities and action plans to prevent and protect those most vulnerable to offending behaviour</p> <p>Continue to audit and analyse crime and incidents of crime and disaggregate data on evaluation or client satisfaction by gender, ethnicity, disability faith, age and sexual orientation</p> <p>Implement the Domestic Violence Service redesign to address gender equality issues and impact</p> <p>Develop action plan for transgender issues following the Count Me in Too survey data analysis and continue to support the drop in centre for transgender people</p> <p>Develop action plan to address harassment and hate crime against disabled people</p>	<p>Partnership Community Safety Team</p>	<p>March 2011</p> <p>Complete and ongoing</p> <p>April 2010</p> <p>Completed and ongoing</p> <p>Completed and ongoing</p>	<p>Delivery on all priority areas ongoing: includes tackling violence against women and building resilience to extremism.</p> <p>Data fields now allow for disaggregation when problem solving approach requires that level of analysis.</p> <p>All services accredited by Ministry of Justice: includes dedicated Advisor for male victims and those in same sex relationships.</p> <p>Sixteen visits to the Clare Project and significant ongoing support to drop in centre and individuals.</p> <p>Hate Crime Action plan now expanded to include crimes/incidents which are motivated by religious hatred and that perpetrated against those with disabilities. Generic caseworkers appointed and good practice casework and policies well advanced.</p>
<ul style="list-style-type: none"> • Take action to increase female reporting by: <ul style="list-style-type: none"> • Targeting the Chinese, Bangladesh and Sudanese Muslim communities • Targeting young women • Targeting the BME, LGBT community • Offer training in reporting mechanisms to BME, LGBT groups • Reach out to the Travellers and Roma people and 	<p>Partnership Community Safety Team</p>	<p>Ongoing</p> <p>March 2008</p>	<p>Current gender split on reported incidents is 54% male and 38% female. However, all actions in this section aimed at reaching out to women are progressing and integrated into day to day working. Reported crimes/incidents overall have decreased, but a good increase in people coming forward to the PCST & community</p>

<p>increase service accessibility to men, women and children from their communities</p> <ul style="list-style-type: none"> • Scrutinise the use of interpreters and translated materials used specifically for women • Support refugee groups to provide social and learning experiences (ensure uptake of both genders) 		Ongoing	organisations.
<ul style="list-style-type: none"> • Seek up to 40% affordable housing on all housing schemes of 10 or more units • Review of all planning applications to identify opportunities e.g. <ul style="list-style-type: none"> • Contribute towards community facilities • Ensure access to dwelling and transport • Facilitate setting up in business at low cost • Retain local shops • Retrain existing community facilities • Support provision of childcare and nursery facilities 	Planning	Ongoing	<p>Preston Park Avenue achieved 42% on 48 flats Brighton Station block A & B achieved 48% on 67 flats.</p> <p>All planning applications are reviewed for housing to achieve lifetime homes and 10% wheelchair accessible flats are required in affordable housing. e.g. Sackville Trading Estate has both lifetime homes and wheelchair accessible flats. The Coast in New Church Road has wheelchair accessible flats.</p> <p>With all major residential schemes we negotiate for a contribution to education.</p>

Directorate:	Adult Social Care and Housing		
Action	Service Area	Target dates	Progress
<ul style="list-style-type: none"> • Divisional Equalities Statement in development to set principles for our services • Race: BME Housing Strategy in development. • Disability: Strategy Statement on Physical Disabilities incorporated in Housing Strategy and Older People's Housing Strategy. Disability of all kinds, including physical disability, learning disability and mental health issues, are also a key feature of the Supporting People and Learning Disability Housing Strategies. • Gender and gender identity: Actions from the Gender Equality Scheme have been fed into the strategic development process. Gender Identity is also a key feature of the LGBT Housing Strategy. • Age: Older People's Housing Strategy in development. Youth Homelessness Strategy developed in 2007. Supporting People Strategy links to older people's services, youth homelessness services, and action to fund LGBT support worker for young people at risk. • Religion / Belief: The BME Housing Strategy includes community safety objectives which also cover religion and belief. • Sexual Orientation: LGBT Housing Strategy in development led by LGBT Housing & Support Working Group. Will build on findings of Count Me 	Housing Strategy	Spring 2009 Summer 2009 Spring 2009 Spring 2009 Spring 2009 Spring 2009 Spring 2009	Drafted and awaiting cabinet sign off as part of new citywide Housing Strategy BME strategy PID due spring/summer 2009 Strategy statement incorporated Gender identity is key strand in draft LGBT housing strategy, which also incorporates findings of Trans report of Count Me In Too Older People's Housing Strategy in draft form; SP strategy in review with older people as a key client group BME strategy PID due for drafting spring/summer 2009 – will include focus on religion/belief LGBT Housing Strategy in draft form ready for cabinet signoff

<p>In Too housing research</p>			
<p>Stakeholder Events: -</p> <ul style="list-style-type: none"> ▪ Road show "events planned to promote the services available to older people and the equality practices within those services. ▪ Stall at Pride'08 ▪ Larger engagement event during Age Concern week in Oct 08 ▪ Longer term aim of supporting and encouraging "lay assessors" to visit older peoples services and assess their "gay friendliness", using tools such as "the whole of me resource pack". Additionally work is being undertaken to explore the development of an "equalities charter mark", combining the Supporting Peoples Equalities Framework and other related contractual arrangements ▪ Participate in BME Carers Roadshow <p>Personalisation We are redesigning our services in Adult Social Care based around promoting independence and enabling people to have more choice and control over how their needs are met.</p> <p>Key positive impacts include:</p> <ul style="list-style-type: none"> ▪ Single access point ▪ Person centred assessment and delivery of services ▪ Equal access to services ▪ Reablement model promotes user independence ▪ Development of Self-Directed Support 	<p>Adult Social Care</p>	<p>Summer 08 October 2008</p> <p>September 2008</p>	<p>Ongoing- including: Fed for Disabled events, Pride, Carers Forums, LiNK events, Staff forums, Celebrating Age events Oct 2008, BME Carers Roadshow</p> <p>Lay assessors have not been taken forward this year- due to changing nature of current services. When service re-design is complete will introduce 2009-2010</p> <p>Disability Strategy written for City in Partnership with PCT. EIA completed as part of this process.</p> <p>Complete</p> <p>4 year programme of change. Single Access Point launched May 2008- successful first year. All of the opposite achieved but part of ongoing development & improvement</p> <p>Bigword trainer has provided sessions for staff over three days on better use of interpreting services, guidance produced</p>

Directorate:	Finance & Resources		
Action	Service Area	Target Date	Progress
<p>Access to Interpreters</p> <ul style="list-style-type: none"> • Ensure continued use of Sussex Interpreting Service and Language Line are used across Revenue and Benefits, City Direct and Access Services so that interpretation is available to all customers who require it. <p>Prioritise the required changes to the customer service areas in Priory House with the Council's Access Manager and identify budgets and timescales for the work.</p> <p>Make City Direct a safer and more welcoming space for transgender clients by good security and safe place for interviews.</p> <ul style="list-style-type: none"> ○ use of the information gathered via the Count Me In Too survey and improvement of the links with local Trans community • Break down customer satisfaction surveys by gender, ethnicity, disability, faith, age and sexual orientation where appropriate <ul style="list-style-type: none"> ○ address identified gaps in the information returned and seek ways to improve customer confidence in returning monitoring information. 	<p>Customer Services</p>	<p>Ongoing</p> <p>Sept 2008</p> <p>Ongoing</p> <p>Sept 2008</p> <p>Ongoing</p>	<p>BIGWORD - new corporate telephone interpreting service to replace language line. Interpreting service used when required standard working practices.</p> <p>Under review due to Priory House lease – money issue to make substantial changes to access doors on Lower Ground Floor. Continually reviewed during Health and Safety and work place inspections. Due consideration will also be given in proposals for new public service centre due to open 2011.</p> <p>010709 - Revs and Bens doing as part CSE and CAA work. Surveying and target / standard setting ongoing.</p>

Directorate:	Children & Young People's Trust		
Action	Service Area	Target dates	Progress
<p>The Children and Young Peoples Trust has audited its services and identifies disability equality as a high priority in the areas of:</p> <ul style="list-style-type: none"> • Early Years provision, including children's play • Services for young people, including targeted youth support and other specialist services • Education including access to mainstream and SEN provision • Trust to develop an action plan to deliver disability equality and to set standards for their service area. <p>Through new leadership responsibilities for the SEN & Disability Strategy 2006-10 the CYPT will raise the priority of this work and strengthen the linkage between inclusion and school improvement.</p> <p>The Disabled Children's Strategic Partnership Board will implement the CYPT Joint Commissioning Strategy for children and young people with a learning disability and/or disability including:</p> <ul style="list-style-type: none"> • Achieving compliance with national service standards charter • Delivery of Aiming Higher Pathfinder • Strengthening transition to further education, training and employment and, where required, to 	<p>School Improvement</p> <p>Integrated disability team</p> <p>Integrated disability</p>	<p>2006-2009</p> <p>March 2010</p>	<p>Work in progress target date Oct 09 for completion</p> <p>Equality Impact Assessment complete</p>

<p>adult services</p> <p>The CYPT will work in partnership with the PCT and NHS Provider Trusts to address:</p> <ul style="list-style-type: none"> • Access to community, acute and specialist health services • Access to CAMHS services • Sustaining provision for looked after children with a disability <p>Monitor the review of the Disability Discrimination Act audit & action plan to promote fair access to schools and services through scheduled improvements and take up of new opportunities including the Primary Strategy for Change and Building Schools for the Future.</p>	<p>team</p> <p>School Support</p>		
<p>The Healthy Schools Team will:</p> <ul style="list-style-type: none"> • Coordinate & monitor delivery of the CYPT Partnership's anti-bullying strategies to support the equalities scheme action plan • Develop provision in light of the 2008 Safe at School and Tellus3 surveys • Continue to survey the views of children and young people 	<p>Healthy Schools Team</p>		<p>Completed with objectives now in Business Plans for 2009</p>
<p>In partnership with all maintained schools the CYPT will support:</p> <ul style="list-style-type: none"> • Annual review of schools' Race Equality Policies 	<p>School Improvement Team & Partners</p>	<p>July 2009</p>	<p>Ongoing to be completed in July 09</p>

<ul style="list-style-type: none"> • Completion of termly Racist Incident Reports • Applications by schools for Equalities Standards as part of Community Cohesion Strategies • Continued monitoring of attainment by ethnicity & delivery of Ethnic Minority Achievement Services (EMAS) to support those at risk of underachieving • Through School Admissions Fair Access Protocol and Choice Advisors to ensure access to appropriate placements for children arriving, or already resident in the city • Support refugees and asylum seekers to gain access to services 	<p>Healthy Schools Team</p> <p>School Improvement Team & Partners</p> <p>EMAS School Admissions Team</p> <p>16+ team</p>		
<p>The CYPT will:</p> <ul style="list-style-type: none"> • Continue to focus on educational achievement differentials between girls and boy including monitoring take of subject/vocational options by gender • Work with vulnerable young women to enable them to consider life choices other than early parenthood and to foster a positive approach to parenting among young men • Monitor the place of gender in social exclusion of 	<p>School Improvement Team</p> <p>Teenage Pregnancy Team & Targeted Youth Support</p>		<p>Ongoing during 2009-05-20</p> <p>Ongoing Project/ Business plan 09</p> <p>Disability Services review in progress</p>

<p>young people including school attendance & exclusion, take up of education, employment or training, involvement in crime and substance misuse</p> <ul style="list-style-type: none"> • Work in partnership with other agencies to improve cultural awareness of gender issues in respect of domestic violence, poverty/lone parenting and gender roles in black and minority ethnic communities 	<p>Services</p>		<p>completion of review due Oct 09</p>
<p>The CYPT will promote the participation of children and young people in decisions which affect them by:</p> <ul style="list-style-type: none"> • Working in partnership with community and voluntary sector organisations • Developing the Youth Advocacy and Participation Project, including the role of the Youth Council and its links to school councils across the city • Ensuring individual children and young people are supported to participate fully in planning their individual care including transition to adult services <p>The CYPT will continue to promote Kinship Care arrangements when children are unable to remain with birth families especially by providing support to older relatives and grandparents when necessary</p>	<p>Youth Advocacy & Participation Team Healthy Schools Team Fostering & Adoption Team</p>		<p>CVS ongoing YAP currently under review Public Health overview project action plan, Jun 09 SC action plans 09 under review post Baby P</p>
<p>The CYPT will work with SACRE and other organisations to address issues of religion and belief in schools and other provision including implementation of SEAL(Speakers of English as an additional language) and other national</p>	<p>School Improvement Team</p>		<p>Ongoing 09</p>

training and advice materials			
The CYPT will work in partnership with other organisations, including community and voluntary sector organisations to address issues to do with sexual orientation including: <ul style="list-style-type: none"> • Monitoring of the CYPT Homophobic Bullying Programme • Implementation of SEAL materials in schools • The CYPT's Workforce Development Strategy, including the recruitment of foster and adoptive parents • The CYPT Parent Support Strategy 			Section 75 review and audit Reviewed and updated by Jul 09 Ongoing 09

SECTION 4 EMPLOYMENT AND TRAINING

Issue or theme	Action	Lead Department	Target dates	Progress
<p>HR policies and procedures</p> <p>To review all HR policies and procedures to ensure that:</p> <ul style="list-style-type: none"> • they support the creation of, and respond to the needs of, a diverse workforce • they reflect the values of the organisation including a just and fair culture • they comply with legislative and best practice requirements 	<p>To develop a timetable for the review/development of HR policies and procedures. Priority will be given to:</p> <ul style="list-style-type: none"> • Sickness Absence Management Procedure • Disciplinary Procedure • Capability Procedure • Grievance Procedure • Recruitment and Selection Policy and • to the development of a Dignity at Work Policy <p>To complete the review of other key HR policies and procedures.</p>	<p>Strategy & Governance</p>	<p>October 2008</p> <p>April 2009</p> <p>April 2010</p>	<p>A timetable for the development/ review of key HR policies and procedures has been drawn up.</p> <p>Equalities Impact Assessments (EIAs) are in the process of being completed on the policies and procedures which were prioritised for review.</p> <p>Work is underway to develop a Dignity at Work Policy. Key stakeholders including senior managers, representatives from the three Workers' Forums and the trade unions are being actively involved.</p>

<p>Workforce Diversity</p>	<ul style="list-style-type: none"> • Improve HR computer systems and manual processes to improve the quality of workforce data captured and improve the timeliness with which workforce data is provided to managers. 	<p>Strategy & Governance</p>	<p>April 2009 Dec 2010</p>	<p>Equalities and diversity reporting framework agreed. New HR system design will incorporate these requirements will allow timely on line access both corporately and individually following build completion</p>
<p>Workforce Monitoring</p> <p>To ensure that employees are treated fairly and consistently both within, and across, service areas</p>	<ul style="list-style-type: none"> • With the introduction of the new HR management system to extending equalities monitoring to include: <ul style="list-style-type: none"> • employee promotions • the application of formal HR procedures such as discipline, capability, grievance, attendance management • cases of bullying and harassment • staff leaving the council 	<p>Strategy & Governance</p>	<p>April 2010</p>	<p>A new integrated HR Management Information System has been procured and a project manager appointed to oversee the implementation of the new system. As part of the implementation phase, existing HR workflow processes are being reviewed and re-engineered to improve data capture and reporting.</p>
<p>Recruitment and retention</p> <p>To develop and maintain a skilled, motivated, high performing and flexible</p>	<ul style="list-style-type: none"> • To keep the council's recruitment strategy under review to ensure that it responds to labour market and demographic trends and supports the council's objective of achieving a workforce which reflects the diversity of the community it serves 	<p>Strategy & Governance</p>	<p>Ongoing</p>	<p>An Equalities Impact Assessment has been carried out on the council's Recruitment and Selection Policy and the outcomes of this will be used to inform the</p>

<p>workforce that reflects at all levels within the organisation, the diversity of the city's communities</p> <p>To become the "employer of choice"</p>	<ul style="list-style-type: none"> • To continue to run innovative recruitment campaigns aimed at promoting the council as an employer of choice and increasing the diversity of the council's workforce. • To continue to attend national and local recruitment events • To continue to monitor and analyse recruitment data at key stages to ensure a fair process and to identify potential barriers to employment particularly for minority or other disadvantaged groups 	<p>Strategy & Governance</p>	<p>Ongoing</p>	<p>organisation's recruitment strategy.</p> <p>There has been a move away from advertising in traditional media towards digital recruitment i.e. using job boards such as Monster, the Guardian, Argus etc. Applicants from minority groups have been targeted by advertising in relevant media.</p>
<p>Recruitment and retention</p>	<ul style="list-style-type: none"> • Develop the Local Employment Partnership with Jobcentre Plus to employ local people in receipt of benefits • To continue to work in conjunction with Path National Limited to promote the positive action traineeships with the aim of increasing take-up within the council • To improve the way in which "exit" data is collected, analysed and used to inform HR strategy 	<p>Strategy & Governance</p>	<p>Ongoing</p>	<p>LEP received "Innovation in Recruitment" award from JobCentre Plus and were runners-up in two other national awards. LEP has provided 63 successful placements so far and 24 Apprenticeships.</p> <p>New PATH trainee in Housing Strategy team.</p>

				HR Equalities Group sub-group working with the staff forums to develop new approach to exit surveys.
Pay and reward	<ul style="list-style-type: none"> To ensure the council has an equitable and modern pay and reward strategy that enables us to recruit and retain high calibre staff. To develop and implement a revised pay and reward structure which complies with requirements under equal pay and age discrimination legislation 	Strategy & Governance	April 2009	A considerable amount of work has already been undertaken to ensure equal pay and to develop a revised pay and reward structure. The work is expected to be completed in January 2010.
<p>Training and Development</p> <p>Ensure that managers have the knowledge, skills and confidence to manage diversity issues effectively within their teams.</p>	<p>Develop and deliver a coaching/training programme for line managers to ensure:</p> <ul style="list-style-type: none"> managers are aware of their legal responsibilities and council policy in relation to diversity and employment they have the knowledge, skills and confidence to take the appropriate action when dealing with diversity issues in the workplace. <p>Ensure staff are clear about Council Equalities & Inclusion policy and expectations on them in relation to service delivery and working in diverse teams</p>	Strategy & Governance	April 2008 and ongoing	<p>Managing a Diverse Workplace course available for all managers and linked to the Leadership & Management standards.</p> <p>Further publicity and targeting planned.</p> <p>Ongoing communication on the Equalities & Inclusion Policy via the Performance & Development Planning Process.</p> <p>Equalities Steering Group to develop Internal Communications Strategy.</p>

