

Subject: Equalities Strategy, Equality Scheme & Equal Opportunities Policy

Status: For Publication

Report to: Council

Date: 24th March 2010

Report of: Head of People and Policy

Portfolio

Holder: Finance and Resources

Key Decision: Yes

Forward Plan General Exception Special Urgency

1. PURPOSE OF REPORT

1.1 To seek Council approval for and adoption of:

- 1.1.1 The Equality Strategy (Appendix A)
- 1.1.2 The Equalities Scheme (Appendix B)
- 1.1.3 Equal Opportunities Policy (Appendix C)

2. CORPORATE PRIORITIES

2.1 The matters discussed in this report impact directly on the following corporate priorities:-

- Delivering quality Services to our customers
- Delivering regeneration across the Borough
- Encouraging healthy and respectful communities
- Keeping our Borough clean, green and safe
- Promoting the Borough
- Providing value for money services

3. RISK ASSESSMENT IMPLICATIONS

3.1 All the issues raised and the recommendation(s) in this report involve risk considerations as set out below:

- The Council not fulfilling its equality duties.

4. BACKGROUND AND OPTIONS

- 4.1 The Council is required to refresh its key Equality documents on a regular basis, this includes the Equalities Strategy, the Equality Scheme and Equal Opportunities Policy, to take account of new guidance on public sector duties from Human Rights and Equalities Commission and any legislative changes.
- 4.2 As part of this review, the Council took the decision to streamline its Equality Schemes into a single Scheme that covered more than just the three required equality strands (Gender, Disability and Race).

COMMENTS FROM STATUTORY OFFICERS:

5. SECTION 151 OFFICER

- 5.1 There are no material financial implications.

6. MONITORING OFFICER

- 6.1 No comments.

7. HEAD OF PEOPLE AND POLICY (ON BEHALF OF THE HEAD OF PAID SERVICE)

- 7.1 No HR implications.

8. CONCLUSION

- 8.1 Revision of the Council's key equality documents - Equalities Strategy, Equality Scheme and Equal Opportunities Policy will ensure that the Council is updated with latest guidance and compliant with its statutory duties.

9. RECOMMENDATION(S)

- 9.1 It is recommended that Council approve the Equalities Strategy, Equality Scheme and Equal Opportunities Policy for adoption.
- 9.2 All future amendments to these documents to be delegated to the Head of People and Policy in consultation with the Portfolio Holder.

10. CONSULTATION CARRIED OUT

- 10.1 Management Team, Portfolio Holder, Policy O&S, Corporate Policy Steering Group, Community Impact Assessment Group, employees and the community via Neighbourhood Forums, the OSS and other community groups.

11. COMMUNITY IMPACT ASSESSMENT

Is a Community Impact Assessment required Yes / ~~No~~

Is a Community Impact Assessment attached Yes / ~~No~~

12. BIODIVERSITY IMPACT ASSESSMENT

Is a Biodiversity Impact Assessment required ~~Yes~~/ No

Is a Biodiversity Impact Assessment attached ~~Yes~~ / No

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No background papers.

Equalities Strategy

Equal People, Different Needs

2010-2013

Other formats available on request.

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CONTENTS

1.	Introduction	Page 3
2.	Rossendale Borough Council's commitments	Page 4
3.	Profile of Rossendale	Page 6
4.	Targets	Page 8
5.	Equality in Employment	Page 8
6.	Consultation	Page 10
7.	Contractors	Page 10
8.	Training	Page 11
9.	Outcomes	Page 12
10.	Review	Page 12

Responsible Team	People and Policy	Page	2
Author	Head of People and Policy	Version	6
Date Last Edited	18.02.2010	Date for Review	2013

1. Introduction

Rossendale is proud of the diversity of the people and the communities of Rossendale. The Council is committed to ensuring that everyone will have an equal chance to fulfil their potential and enjoy a good quality of life. It is acknowledged that people face barriers to social and economic inclusion, to good health and housing, to learning and access to services. The Council is committed to understanding and removing the barriers that lead to disadvantage and inequality.

The Council is dedicated to ensuring that equality influences the way we develop and deliver services and the way we employ and develop staff irrespective of their gender, disability, race, sexual orientation, age, religion, belief or disadvantage.

2. Our Vision

Rossendale Borough Council and the Rossendale Local Strategic Partnership share a vision that Rossendale will have strong communities with an enhanced environment and heritage. It will be an attractive place to live, where tourists visit and employers invest. This vision is articulated in Rossendale's Sustainable Community Strategy. The Strategy has three interconnected priorities: People, Places and Prosperity. Whilst the strategy is divided into these priorities, they must not be taken in isolation as they link together, each having an impact on the other. Our vision is to enable people to maximise their opportunity and so no one within our communities will be disadvantaged by where they live. The Council's contribution to the vision is explained within its Corporate Plan. Progress against the Plan is reviewed annually via the Council's Annual Report

3. Cohesive Communities

Rossendale Borough Council and the Local Strategic Partnership have a Community Cohesion Policy Statement which explains their commitment to building and strengthening cohesive communities across the Borough. This commitment is delivered through Rossendale's Neighbourhood Forum and the development and delivery of Rossendale's Neighbourhood Plans.

4. National & Local Context

The Local Government White Paper 'Strong and Prosperous Communities' strongly identified that Local Authorities have a key role to play in promoting cohesion, as part of their community leadership and place-shaping role.

The 2007 'Our Shared Future' report by the Commission on Integration & Cohesion set out a framework and key principles to develop cohesive communities. The report also highlights the importance of generating accurate local intelligence to strengthen local leadership and help Councils meet local needs.

Authorities also have a legal duty to promote good relations between people as part of equality legislation such as the race Relations Amendment Act 2000.

Responsible Team	People and Policy	Page	3
Author	Head of People and Policy	Version	6
Date Last Edited	18.02.2010	Date for Review	2013

The Equality Bill 2009, confirms that everyone has the right to be treated fairly and equally. The purpose of the Bill is to bring together all existing equality legislation together in one Act to strengthen existing laws.

The Equality Bill will strengthen our Equality Law by:

- Introducing a new public sector duty to consider reducing socio-economic inequalities.
- Put a new Equality Duty on public bodies.
- Use public procurement to improve equality.
- Ban age discrimination outside the workplace.
- Introduce gender pay and equality reports.
- Extend the scope to use positive action.
- Strengthen the powers of employment tribunals.
- Protect carers from discrimination.
- Protect breastfeeding mothers.
- Ban discrimination in private Members clubs.
- Strengthen protection from discrimination for disabled people.

5. What do cohesive communities mean for Rossendale?

Building cohesive communities is critical to the quality of life for all local people. It brings benefits by creating a society in which people from different backgrounds and circumstances can live and work together in an atmosphere of mutual respect and understanding. Equality is an underpinning aspect of cohesion. Community cohesion is about understanding one another better, building bridges between neighbourhoods regardless of relative wealth and poverty, gender, age, race, religion or sexual orientation.

6. Rossendale Borough Council is committed to:

- Providing leadership & coordination to embed equalities in everything we do.
- To have a workforce that represents the community we serve.
- Promote equality of opportunity.
- Mainstream equality of opportunity and the development of cohesive communities through its Neighbourhood Forums and through the development of Neighbourhood Plans underpinned by priorities in the Sustainable Community Strategy, Corporate Plan and Lancashire Local Area Agreement.
- Actively challenge and combat prejudice in any form and racist and/or discriminatory myths
- Work in partnership with others in order to meet the differing needs of communities within our Borough.
- Continue to support 'Pride in Rossendale' and community pride grants that contribute to community cohesion.
- Ensure robust Community Impact Assessments are undertaken on all Council policies and policy decisions, taking into account potential impacts on our customers or communities, and where possible to eliminate or reduce this.

Responsible Team	People and Policy	Page	4
Author	Head of People and Policy	Version	6
Date Last Edited	18.02.2010	Date for Review	2013

- Map our community – work in partnership to strengthen our neighbourhood intelligence and our understanding of who makes up our communities and their needs – and importantly, using the information to identify tensions and opportunities.
- Drive a sense of a ‘shared future’ – where there is an emphasis on what binds our communities together rather than what differences divides them.
- To seek to influence partner organisations and commitment to equality.
- To encourage individuals to report all forms of discrimination and to resolve complaints and incidents promptly.

7. Minority Groups

The Council has a duty to produce Equality Schemes for Gender, Disability and Race. These scheme have been refreshed into one single scheme which explains how the Council will ensure it meets it’s legal duty in relation to equalities.

7.1 Gender

The Sex Discrimination Act 1975 makes discrimination unlawful on the grounds of sex and marital status, and gender reassignment. The Equal Pay Act 1970 also regulates discrimination by implying an equality clause into the contract of employment. We acknowledge that some people may be discriminated against because of their gender, their care responsibilities or their marital/family status and that this may result in them being denied equal access to services and employment opportunities. We will, where possible, facilitate access to services and employment by continuing to develop policies in this area. The Equality Act 2006 amends the Sex Discrimination Act of 1975 and the Equal Pay Act of 1970 and places a statutory duty upon public duties to have due regard to the need to eliminate unlawful discrimination and harassment and promote equality of opportunity between men and women.

7.2 Ethnic Minority Communities

The Race Relations Act 1976 makes discrimination unlawful on the grounds of race, colour, nationality, ethnic origins and national origin. We recognise that people may be discriminated against because of their colour, race, beliefs, ethnicity or nationality. We are committed to challenge all forms of racial discrimination and we will continue to develop policies and procedures to give people from ethnic minority communities’ fair and equal access to employment and to Council services. We will seek the views of ethnic minority communities to identify gaps in service provision or employment and we will take all reasonable steps to overcome the barriers identified. We will positively embrace the requirements under the Race Relations (Amendment) Act 2000 and the recommendations from the Stephen Lawrence Inquiry.

7.3 Age Discrimination

The Employment Equality Age Regulations came into force 1st October 2006, and, we are committed to ensuring services and employment are equally accessible to all regardless of age. The regulations prohibit discrimination, harassment and victimisation in employment and vocational training.

7.4 People with Disabilities

Responsible Team	People and Policy	Page	5
Author	Head of People and Policy	Version	6
Date Last Edited	18.02.2010	Date for Review	2013

Legislation has been in place since 1995 and further DDA legislation was introduced in 2004 and 2005. There are many types of disabilities, many of which are not always apparent and discrimination against people with disabilities takes many forms. Barriers are often created which makes it difficult for disabled people to reach their full potential or to have equal access to services. We will take all reasonable steps to ensure access to services and employment opportunities, which will comply with the DDA.

7.5 Sexual Orientation

The Employment Equality (Sexual Orientation) Regs became law 1st December 2003. We recognise that lesbians and gay men may be discriminated against because of their sexual orientation. We are committed to providing fair and equal access to Council services and employment opportunities. We will not discriminate on the grounds of sexual orientation in the provision of goods, facilities and services, the exercise of our public functions or in the disposal or management of our premises.

7.6 Religion and Belief

The Employment Equality (Religion or Belief) Regulations became law 1st December 2003. We respect the right of employees and individuals not to be discriminated against because of their religious or non-religious beliefs. We will not discriminate on the grounds of religion or belief in the provision of goods, facilities and services, the exercise of our public functions or in the disposal or management of our premises.

The Council is continuously reviewing good practice and legislation in relation to equalities issues. The strategy will be updated to meet any new requirements as necessary.

8. Profile of Rossendale Borough Council

- The population of Rossendale is 67,000
- 94.5% of the population is white,
- 0.9% are mixed race,
- 3.9% are Asian/ Asian British,
- 0.3% are Black/Black British,
- 0.4% are Chinese or other.
- The two largest religions in Rossendale are Christian (76%) and Muslim (2.9%)
- 14.5% of the population are aged 65.
- Life Expectancy at birth is low at 75.4 years for men and 80.3 years for women

Source:http://www.lancashire.gov.uk/office_of_the_chief_executive/lancashire_profile/maps/rosoas.asp

- 7.91% of people aged 16-74 are permanently sick/disabled,
- 51% of the population are female,
- 49% of the population are male,
- 74 Households are living as same sex couples.

Source: Office for National Statistics 9.11.2004

Responsible Team	People and Policy	Page	6
Author	Head of People and Policy	Version	6
Date Last Edited	18.02.2010	Date for Review	2013

9. Workforce Profile of Rossendale Borough Council Source: CHRIS as at 1.1.2010

Employee monitoring is in place for gender, age, ethnicity, disability utilising the CHRIS Human Resources system. Individual service areas review their workforce profile on an annual basis, analysing any issues and forecasting any areas of concern. This is based on information collated each December of each year and is linked to the Business Planning process. The Corporate Pay and Workforce Strategy analyses the position of the whole Council in relation to workforce trends. This activity is undertaken every three years.

9.1 Total Employees:

Rossendale's workforce numbers 228 employees including casuals (206FTE) as at 1 January 2010. Since 2006, the number of total number of employees has reduced from 280 to 228. 204 employees (89.47%) have permanent contracts – the remaining 24 (10.52%) employees are either temporary or casual employees.

9.2 Gender Profile

The headcount of 228 includes 195 full time posts (85.52%) and 26 part time posts (11.40%) whilst the gender profile is 135 males (59.21%) and 93 females (40.79%). Although the current local government gender profile has a female-male gender split of 70 – 30, this is heavily influenced by the Counties, Mets, Unitaries and London Boroughs which all include the Education and Social Services functions. Rossendale's profile reflects a normal district profile which excludes those functions but includes the service areas of Communities, Planning, and Operations.

9.3 Ethnicity:

Of the current headcount of 228, the ethnicity of 10 employees is not declared. Analysis of the remaining 218 employees indicates a predominately white workforce of 210 with the remaining 8 employees having an ethnic split as follows:-

White Other	3
Asian	1
Pakistani	3
Bangladeshi	1

9.4 Disability:

There are currently 9 employees with a declared disability.

9.5 Age Profile:

The current age profile is as follows:

AGE	NUMBER	PERCENTAGE
16-18	0	0%
19-24	9	3.94%
25-39	52	22.80%
40-49	76	33.33%
50-59	59	25.87%
60-65	27	11.84%
Over 65	5	2.19%

The age profile is predominantly aged between 40 and 49 years. In addition there are a number of younger people and general distribution of younger and older employees.

Responsible Team	People and Policy	Page	7
Author	Head of People and Policy	Version	6
Date Last Edited	18.02.2010	Date for Review	2013

9.6 Pay:

The current headcount of employees is 228 (206 full time equivalent). The pay profile of employees is as follows:-

Grade 1-6	162	→	71.05%
Grade 7-9	48	→	21.05%
Grade 10-13	6	→	2.63%
Grade 14-16	2	→	0.87%
Others	10	→	4.38%

Employment Targets Source: Resources Business Plan 2010/11

	Outturn 2008/9	Target 2009/10	Outturn 2009/10	Target 2010/11	Target 2011/12	Target 2012/13
Percentage of Employees with a Disability	5.12%	6.00%	3.94%	4%	4.5%	5%
Percentage of Employees from Black Minority Ethnic Communities	2.30%	2.50%	3.48%	3.5%	4%	4.5%
Percentage of Female employees	43.23%	45%	40.79%	45%	45.5%	46%
Equality Standard for Local Government replaced by the Equality Framework	3	Achieving	TBC	Achieving	Achieving	Excellent by 2013
% of employees who were aware of the Equalities Strategy (survey every two year)	No Measure	90.00%	96%	No Measure	90.00%	No Measure

10. **Equality in Employment**

Rossendale Borough Council has a comprehensive Equal Opportunities Policy, which aims to ensure that all employment practices support equality of opportunity and combat discrimination in employment, and that all decisions relating to recruitment, employment conditions, training, promotion and career development are based on solely objective and job related requirements.

The implementation of equality of opportunity in recruitment and selection should ensure that the Council recruits the best people for the job and achieves the best return for it's investment.

Monitoring and reviewing of all employment related practices is essential if the Council are to identify how effective it is in combating discrimination and promoting equality of opportunity. We will do this by:

Responsible Team	People and Policy	Page	8
Author	Head of People and Policy	Version	6
Date Last Edited	18.02.2010	Date for Review	2013

- Gathering equalities information on all employees and job applicants.
- Analysing the data collected and identifying where there are barriers to equality and why these occur.
- Develop strategies and targets to address any discrimination.
- Produce performance reports for the Portfolio Holder, Overview and Scrutiny Committees and Management Team on the employment activities of the Council.

11. Elected Members

The Relevant Authorities (General Principles) Order 2001 specifies ten general principles, which govern the conduct of members. These principles are underpinned by a draft Code of Conduct, issued by the Department of Transport, Local Government and Regions, which all members will be required to observe.

Principle 7 (Respect for Others) requires all members to promote equality by not discriminating unlawfully against any person, and by treating people with respect, regardless of their race, age, religion, gender, sexual orientation or disability. They should respect the impartiality and integrity of the authority's statutory officer, and its other employees.

The Council embraces this Code. Failure by a member to follow the Code may lead to an investigation by an Ethical Standards officer (appointed by the Standards Board for England) and decision by a Case Tribunal (this could result in suspension or disqualification), and/ or an investigation/hearing in public by the Council's Standards Committee.

12. Equality in Service Delivery

The services the Council provides are essential to the economic, environmental and social wellbeing of the community. Everyone has the right to expect good quality services, which are appropriate and relevant to their needs. Therefore we need to take account of the diversity of our population by meeting their needs and developing strategies and policies that are inclusive.

To understand the needs of our community we will seek out the views of all potential customers, especially those under-represented and hard to reach groups. We will ensure that the methods used to reach these groups are relevant and practical to allow all members of our community to influence the services and initiatives that they receive, regardless of their reasons for feeling excluded. We have developed a Community Engagement Strategy and tool kit to assist managers in carrying out consultation.

We will work with partner agencies to develop effective consultation practices with groups highlighted as experiencing social exclusion.

We will develop a wide range of consultation methods to ensure we communicate effectively with all our community, these will include postal and telephone surveys, focus groups, interviews and personal visits.

Responsible Team	People and Policy	Page	9
Author	Head of People and Policy	Version	6
Date Last Edited	18.02.2010	Date for Review	2013

We will ensure that those groups we consult with are given feedback on how their involvement has been incorporated into the planning and decision-making processes through local media, newsletters, public meetings, forums, focus groups and personal interview. The feedback method will be the most appropriate to the audience in question, to ensure comprehensive involvement.

13. Consultation Monitoring and Review of Service

The Council has a responsibility to address any inequalities within the services it provides. The Council will, where applicable, address any inequities in the services it provides. Monitoring and reviewing of all service strategies and policies is essential if the Council is to identify how effective it is in combating discrimination and promoting equality of opportunity. The Council will do this by:

- Assisting managers in developing or improving existing monitoring systems to ensure informative equality data is collected.
- Promoting the equality monitoring guidelines.
- Examining all monitoring systems for compliance with corporate standards and equalities legislation.
- Analysing the data collected and identifying where there are barriers to equality and why these occur.
- Developing strategies and targets to address any disparity within the services we provide, which will be detailed in Business and Action Plans.
- Implementation of the Corporate Equality Action Plans and performance indicators at a Corporate level due to the size of the organisation, which will be monitored by the Senior Management Team and the Performance Overview and Scrutiny Committee.
- Producing a six monthly report for the Council’s Performance Overview and Scrutiny Committee identifying the results of any impact assessments, consultation exercises and monitoring exercises. The results of such exercises will be sent to relevant groups and, where appropriate, published in the Council’s newsletter.

14. Contractors and Partners

The Council has developed a Procurement Strategy which articulates how the Council will procure goods and services taking Equality considerations into account. The Council has established a common standard for assessing contractors’ compliance this is monitored by the Finance Section. By using this standard the Council is encouraging contractors to implement equality practices that seek to promote positive action towards creating a level playing field for members of the community.

15. Complaints and Harassment incorporating Dignity at Work

The Council takes complaints about the services it provides or about members of staff very seriously and the Council has a comprehensive Complaints Procedures for dealing with Customer Complaints and a Harassment and Bullying Complaints incorporating Dignity at Work Procedure to deal with complaints from employees.

Responsible Team	People and Policy	Page	10
Author	Head of People and Policy	Version	6
Date Last Edited	18.02.2010	Date for Review	2013

The Council has also introduced measures to record complaints and incidents which are of a racial nature, or perceived to be of a racial nature.

All complaints are subject to a full investigation in accordance with the Rossendale Borough Council's complaints or Health and Safety incident reporting procedures and quarterly monitoring arrangements are in place.

16. Provision of Information

The Council will provide information in printed form and via the Council website. On request, we will provide translations into ethnic minority languages and other formats including, large print, Braille, CD or tape. Additionally, employees and staff in the Council's One Stop Shop can directly access interpretation and translation services for assistance in dealing effectively with customers whose first language is not English.

17. Our Approach to Equality

Elected Members

Over the next three years Rossendale Borough Council aims to achieve the vision and objectives set out in this Strategy in order to make a real impact on the staff that work for us and the people of our community. Members will be responsible for ensuring that equality is incorporated into all aspects of the Council's business.

The Council has an Equalities Champion, lead member responsible for equality and who will act as the political interface for the strategy. Progress in relation to Equalities will be monitored by the Overview and Scrutiny Committees Policy and Performance.

Managers

The Council has established a Corporate Policy Steering Group to monitor progress in relation to the Equalities Framework and a Corporate Community Impact Assessment Group to monitor the Community Impact Assessments and Corporate Equality Action Plan. All Officers with management duties are responsible for implementing this strategy. All managers are expected to take positive measures to address inequality and promote fairness.

Employees

All employees play an integral role in promoting equality. Where they believe unfair discrimination has taken place they should report it to their manager.

18. Communication of the Equalities Strategy

All Members and new staff will be notified of their personal obligations as part of the Council's induction process. Individual progress will be monitored through the Council's annual appraisal process and supervisory process under the Core Competency: Customers Matters.

19. Training

The Council has a proactive approach to training and development, to meet the needs of different learners. This has been in the form of compulsory equality awareness raising

Responsible Team	People and Policy	Page	11
Author	Head of People and Policy	Version	6
Date Last Edited	18.02.2010	Date for Review	2013

sessions for all employees on the Equality Strands, to the use of Theatre workshops to ensure that employees are fully aware of the impact of harassment. The capacity of the training on offer has been built through partnership working via Team Lancashire which has funded training on Community Cohesion for Members and Officers. Practical developments have also been delivered in partnership with Pendle Borough Council on the Muslim culture.

Formal training on the completion on the Community Impact Assessment process has also been carried out and learning is shared across the Council.

The theme of equalities and fairness is applicable in relation to other areas of training for example training in relation to communication, effective consultation and recruitment and selection.

20. Action Plans

As part of the scrutiny of the Community Impact Assessments and Business Plans a Corporate Equality Action Plan is maintained.

21. Outcomes

- **Providing equal and fair treatment:** We will strive to ensure that the needs of all communities are not overlooked, that they feel valued and included in our community and that they have both the opportunity and ‘know how’ to register and voice their opinions and influence their local services.
- **Ensuring we meet the different needs of our workforce and communities:** We will ensure that the Council and the organisations it works with conform to the highest levels of equalities good practice.
- **Supporting communities to deal with the impact of economic decline:** Rossendale is perceived as a relatively affluent Borough. However, this hides real pockets of deprivation. We will help local communities to deal with increasing levels of unemployment, closure of shops and services and other issues that that have a negative impact on our neighbourhoods. Regeneration of our town centres will be a priority.
- **Supporting our rural communities:** We will engage with our rural communities and understand the challenges and inequalities they face. Further we will help communities to tackle the divide between urban and rural communities.
- **Transport:** We will seek to further improve the ability to travel across the valley between the east and west of the Borough and to moorland areas.
- **Supporting different age groups & encouraging respect and understanding among them:** We will bring communities and the people within those communities closer together via positive engagement. We will seek to ensure that young people

Responsible Team	People and Policy	Page	12
Author	Head of People and Policy	Version	6
Date Last Edited	18.02.2010	Date for Review	2013

and older people are able to voice their views and play a full part in society as active citizens.

- **Health & Wellbeing:** People in Rossendale don't live as long as elsewhere (75 years), this is below the national average. Even within the Borough there are differences between wards. We will help to tackle inequalities in health by working with partners and the community to improve health outcomes and to ensure citizens play a more active role in their community.
- Promoting people getting on well together through **education** in schools, colleagues and adult education.
- **Ensuring people feel safe in their communities:** We will work together with partners to reduce hate incidents and crimes across Rossendale and increase the reporting of incidents of hate crime. We will support and develop existing services offered to victims and act strategically to promote a multi-agency approach for dealing with hate crimes and incidents across the Borough.
- **Valuing difference:** We value the fact that Rossendale has a variety of different communities and will promote respect and understanding between them.
- **Encouraging participation in local decision making:** We will encourage people from all backgrounds and circumstances to participate in local decision making and to ensure their views and opinions are heard/inform council service improvement and decision.
- **Taking care of our Borough:** We will encourage people from all backgrounds and circumstances to be more aware of their impact on the environment and to think and act responsibly to ensure a better environment for all.

22. Review

This Strategy will be reviewed in 2013.

Responsible Team	People and Policy	Page	13
Author	Head of People and Policy	Version	6
Date Last Edited	18.02.2010	Date for Review	2013

Equality Scheme

Equal People, Different Needs

2010-2013

Other formats available on request.

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Contents

Foreword	3
Introduction.....	4
What does Equality mean in Rossendale?	5
The Council's Vision and Priorities	6
Development of the Scheme.....	8
The Equality Scheme - Duty to promote equality	10
Responsibility for the Scheme	14
How Rossendale will meet its duties.....	15
Appendix 1 CIA Database Summary for 2010-13	22
Appendix 2 Corporate Equality Action Plan 2010-11	29
Appendix 3 Workforce Profile	34

Responsible Section/Team	People & Policy	Page	Page 2 of 35
Responsible Author	Principal Policy Officer	Version / Status	1.4 Final
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Foreword

Rossendale Borough Council is committed to ensuring that everyone will have an equal chance to fulfil their potential and enjoy a good quality of life. It is acknowledged that people face barriers to social and economic inclusion, to good health and housing, to learning and access to services. The Council is committed to understanding and removing the barriers that lead to disadvantage and inequality.

The Council is dedicated to ensuring that equality influences the way we develop and deliver services and the way we employ and develop staff irrespective of their gender, disability, race, sexual orientation, age, religion, belief or socio-economic circumstances.

The Council will provide and promote equality of opportunity for all its employees and the wider community that it serves. The inclusion of all individuals and the equality of opportunity are key objectives of the Council. The Council has a positive commitment to equal opportunities because we believe that there should be no barriers to people achieving their full potential, both at work and in their lives outside work.

We are striving for a Borough where the differences of individuals and communities are positively valued and respected, where people feel that they belong and are treated fairly – regardless of background and circumstances.



Helen Lockwood
Chief Executive



Councillor Tony Swain
Leader of the Council

Responsible Section/Team	People & Policy	Page	Page 3 of 35
Responsible Author	Principal Policy Officer	Version / Status	1.4 Final
Date last amended	08.03.10	Due for review	2013

Introduction

There are three principal reasons that Rossendale Borough Council has produced this Equality Scheme:

1. To inform the public about what we are doing and what we plan to do to reduce inequalities and promote good relations in the Borough.
2. To continue to meet the specific duties of the Race Relations Act 1976, the Disability Discrimination Act 2005 and the Equality Act 2006 and in preparation for the new single equality duty introduced by the enactment of the Equality Bill in 2010.
3. To meet the requirements set out in the new Equality Framework for Local Government.

Rossendale has a vibrant and diverse community base. It has a population of 67,000 which is slowly increasing. It is estimated that between 2006 and 2031, the population of Rossendale will increase by 14.1% (England = 19.0%, Lancashire Profile).

51% of the population is female and 49% male (ONS, 2004). 14.5% of the Borough's population is over the age of 65, compared with 16% nationally and 7.9% of the population aged 16-74 are permanently sick or disabled (ONS, 2001). Approximately 7000 households are registered for housing and council tax benefits and 74 Households are living as same sex couples (ONS, 2004). In terms of religion/belief, 76% of residents consider themselves to be Christian. Islam is the next largest religion (2.9%).

In terms of ethnicity, the most recent mid-Census figures, released in August 2008, show that Rossendale remains relatively homogeneous, with a 'White British' population of 94.5% and a BME population of 5.5%. The largest minority ethnic group identify themselves 3.97 % 'Asian or British Asian'.

While it is difficult to get an accurate picture of the migrant population and new/emerging communities in the Borough, in 2008/09 there were 130 registrations by foreign nationals in Rossendale. This was 30 more than in the previous year (an increase of 30%). Most people (30) registering were Bangladeshi (Lancashire Profile Area Summary). A 'new communities forum' is supported locally to better understand the challenges and barriers.

Unemployment is comparatively low, 6.8%, which is better the national average 6.9%, and the levels of business start-ups remain higher than average. In June 2009, there were 1767 people in the Borough claiming unemployment related benefits (Lancashire Profile). There is some inequalities in the economic performance of the Borough with 3 Lower Super Output Areas (Irwell, Longholme and Worsley) and the district is ranked 92nd on the index of deprivation. 17.9% of the Borough's working age population claim benefits (May 2009, Lancashire Profile, DWP). There are also significant health inequalities. The average life expectancy in the Borough for men is 75.4 years and for women is 80.3 years (Lancashire Profile). Further East Lancashire's infant mortality levels are amongst the worst in the country.

Responsible Section/Team	People & Policy	Page	Page 4 of 35
Responsible Author	Principal Policy Officer	Version / Status	1.4 Final
Date last amended	08.03.10	Due for review	2013

What does Equality mean in Rossendale?

Equality is about respect and not treating an individual or group of people unfairly. It is about giving people an equal and fair chance of opportunities, access to services and to fulfill their potential. Equality is therefore based on the idea of fairness while recognising everyone is different.

Many myths exist about equality and diversity - it's not about political correctness or about giving people unfair advantages, but about respect for individuals and groups. Equality comes about as a result of positive attitudes to diversity and the needs of individuals, rather than from treating everyone the same. It also comes from having strong communities that get on well together with understanding and respect for each other.

The development of this document has been shaped by consultation on the Council's Equality Strategy, Equal Opportunities Policy and Community Cohesion Policy Statement, and guidance from the Equality and Human Rights Commission. This is a living document and will be updated as required with other forthcoming recommended guidance or legislative revisions.

Please note that this document should be read in conjunction with the Council's Equalities Strategy and Equal Opportunities Policy.

What does Equality mean to us?

- Understanding and meeting the needs of our communities
- Building communities that get on well together
- Equal people, different needs.

Responsible Section/Team	People & Policy	Page	Page 5 of 35
Responsible Author	Principal Policy Officer	Version / Status	1.4 Final
Date last amended	08.03.10	Due for review	2013

The Council's Vision and Priorities

The Council has a shared vision with the Local Strategic Partnership for the Borough based around three over arching principles of People, Place and Prosperity.

The Vision is that:

“By 2018 Rossendale will have strong communities with an enhanced environment and heritage. It will be an attractive place to live, where tourists visit and employers invest.”

Interlinked with these, are the Rossendale Borough Council Priorities:

- Delivering Quality services to our customers
- Delivering Regeneration across the Borough
- Keeping our Borough clean, green and safe
- Promoting the Borough
- Encouraging healthy and respectful communities
- Providing value for money services

Rossendale's Sustainable Community Strategy- 'Rossendale Alive' articulates the priorities of local people for the Borough – and the outcomes are linked to promoting equality and valuing diversity – for safe, healthy and inclusive communities, equality of opportunity and good services for all.

See Rossendale's Sustainable Community Strategy for further detail.

Rossendale Borough Council is committed to:

- Providing leadership & coordination to embed equalities in everything we do.
- To have a workforce that represents the community we serve.
- Promoting equality of opportunity.
- Mainstreaming equality of opportunity and the development of cohesive communities through its Neighbourhood Forums and through the development of Neighbourhood Plans underpinned by priorities in the Sustainable Community Strategy, Corporate Plan and Lancashire Local Area Agreement.
- Actively challenge and combat prejudice in any form and racist and/or discriminatory myths.
- Working in partnership with others in order to meet the differing needs of communities within our Borough.
- Continue to support 'Pride in Rossendale' and community pride grants that contribute to building communities that get on well together.

Responsible Section/Team	People & Policy	Page	Page 6 of 35
Responsible Author	Principal Policy Officer	Version / Status	1.4 Final
Date last amended	08.03.10	Due for review	2013

- Ensuring robust Community Impact Assessments are undertaken on all Council policies and policy decisions, taking into account potential impacts on our customers or communities, and where possible eliminating or reducing them.
- Map our community – work in partnership to strengthen our neighbourhood intelligence and our understanding of who makes up our communities and their needs – and importantly, using the information to identify tensions and opportunities.
- Drive a sense of a ‘shared future’ – where there is an emphasis on what binds our communities together rather than what differences divides them.
- To seek to influence partner organisations and commitment to equality.
- To encourage individuals to report all forms of discrimination and to resolve complaints and incidents promptly.

Our Equality and Diversity strategic objectives are articulated within the Sustainable Community Strategy:

Three principles of:

- Reducing inequalities
- Community engagement and development
- Community cohesion – promoting equality and valuing diversity

And specifically within two of our corporate priorities:

- Encouraging healthy and respectful communities and
- Delivering quality services to our customers.

Our Equality and Diversity commitments are to:

- Know our diverse community and understand its needs.
- Show leadership and commitment in promoting equality and challenging inequality.
- Work in partnership with public, private, voluntary and community organisations to narrow equality gaps and improve lives.
- Actively engage our diverse community in decision making processes to improve the services we provide
- Provide responsive services that meet the needs of our diverse community and are accessible to all.
- Have a workforce which is representative of our diverse community where everyone is treated with dignity and respect.

Responsible Section/Team	People & Policy	Page	Page 7 of 35
Responsible Author	Principal Policy Officer	Version / Status	1.4 Final
Date last amended	08.03.10	Due for review	2013

Development of the Scheme

We have developed this single Equality Scheme following a consultation exercise, and in conjunction with the review of our Equalities Strategy and Equal Opportunities Policy. This Scheme is designed to cater for all of the main equality characteristics that we recognise, including:

- Race
- Disability
- Gender
- Gender reassignment
- Age
- Sexual orientation
- Religion or Belief
- Caring responsibilities

The Council also recognises the impact of socio-economic disadvantage and human rights, and we are committed to including these as part of our work and considerations on equality and cohesion impacts.

Links to previous Scheme

We have reviewed our previous Equality Schemes in the development of this single Equality Scheme.

Involvement and consultation

The Scheme has been developed through consultation with our employees and our communities. A questionnaire was developed for employees and the community and circulated via the Neighbourhood Forums, the Council's One Stop Shop (our primary customer contact centre), and other community groups/representative, such as Age Concern Rossendale, Oakenhead Resource Centre, the Rossendale Faith Partnership, local credit unions, positive start, the senior advisory group, Haslingden Community Link Centre. It was reviewed and consulted at the Community Impact Assessment Scrutiny Group, Policy Overview and Scrutiny Committee and the Management Team.

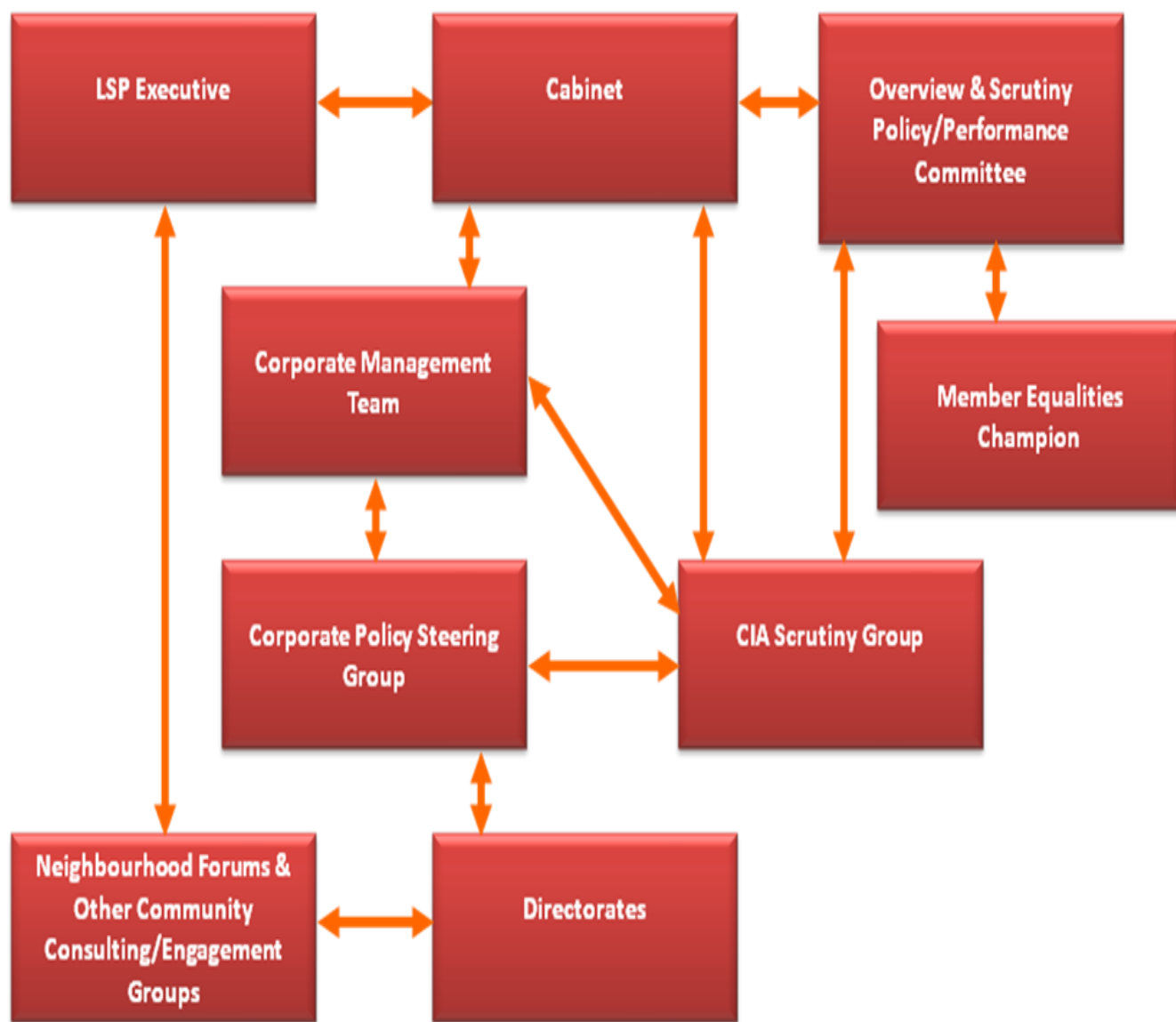
Further to the feedback received from the community the Scheme now includes an action to engage more with people with a disability, to explore our engagement arrangements with different age groups, and to explore access issues in relation to isolated communities.

Action Planning

Action planning is integrated into our performance management framework drawn from the business planning process and each service's community impact assessment and service reviews, which inform the Corporate Equality Action Plan.

Responsible Section/Team	People & Policy	Page	Page 8 of 35
Responsible Author	Principal Policy Officer	Version / Status	1.4 Final
Date last amended	08.03.10	Due for review	2013

Equality Governance - Implementing the Scheme



Responsible Section/Team	People & Policy	Page	Page 9 of 35
Responsible Author	Principal Policy Officer	Version / Status	1.4 Final
Date last amended	08.03.10	Due for review	2013

The Equality Scheme - Duty to promote equality

The Council is required to take a proactive approach to mainstreaming equalities into all Council decisions and activities. This document draws together its duties, how it will meet them and how it will monitor and report its progress.

The Equality Scheme sets out how the Council intends to continue to meet its duties under the Race, Gender and Disability Acts and the new single duty and forthcoming requirements from the Equality Bill 2009. Due to receive royal assent in 2010, the Bill confirms that everyone has the right to be treated fairly and equally. The purpose of the Bill is to bring all existing equality legislation together in one Act to strengthen existing laws. The Equality Bill will strengthen our Equality Law by:

- Introducing a new public sector duty to consider reducing socio-economic inequalities.
- Put a new Equality Duty on all public bodies.
- Use public procurement to improve equality.
- Ban age discrimination outside the workplace.
- Introduce gender pay and equality reports.
- Extend the scope to use positive action.
- Strengthen the powers of employment tribunals.
- Protect carers from discrimination.
- Protect breastfeeding mothers.
- Ban discrimination in private members clubs.
- Strengthen protection from discrimination for disabled people.

For further details see http://www.equalities.gov.uk/equality_bill.aspx

The Equality Scheme covers seven elements of equality; ethnicity, gender, disability, age, religion or belief, sexual orientation and gender reassignment – it also takes into account consideration for socio-economic circumstances.

In committing to address each of these aspects of equality and diversity the Council will give due weight to the need to promote equality for each of these elements of diversity.

In relation to the specific positive legislative duties places upon us under the Race Relations Act 1976, the Disability Discrimination Act 2005 and the Equality Act 2006 and the new requirements of the Equality Bill, we will specifically address the following points:

Public Body Equality Duties

The Council will consider the needs of everyone who uses their services or works for them when designing and delivering public services so that people can get fairer opportunities and better public services. The public body equality duties cover race, gender and disability, age, sexual orientation, religion or belief, pregnancy and maternity, and gender reassignment.

Responsible Section/Team	People & Policy	Page	Page 10 of 35
Responsible Author	Principal Policy Officer	Version / Status	1.4 Final
Date last amended	08.03.10	Due for review	2013

Race (colour, nationality, ethnic or national origin):

- To eliminate unlawful discrimination.
- Promote equal opportunities for all.
- Promote good relations between people of different groups /backgrounds.

Disability (DDA 2005 definition of disability applied)

- Eliminate unlawful discrimination.
- Promote equal opportunities for all.
- Eliminate disability related harassment.
- Promote positive attitudes towards disabled persons.
- Encourage participation by disabled persons in public life.
- Take steps to take account of disabled persons' disabilities, even where that involves treating disabled persons more favourably than other persons.

Gender:

- To eliminate unlawful discrimination and harassment.
- To promote equality of opportunity between men and women.
- To provide family friendly policies including flexible working arrangements
- To support and provide provision for breast feeding mothers.
- To support the provision of support for sufferers of domestic violence/abuse in the Borough.
- To understand the extent of the need for local violence (not just domestic violence) against women services in the context of the social and ethnic makeup of the authority.

Gender Reassignment

- Gender reassignment refers to trans people who live and work full-time in the gender opposite to that assigned to them at birth. The Council is committed to achieving equality in respect of gender reassignment in service provision and employment.

Age:

- To eliminate unlawful discrimination both at work and in service delivery/access and carrying out public functions.
- To provide equality of opportunity for all.

Further, legislation offers protection in terms of sexual orientation, religion and belief and socio-economic circumstances.

Sexual Orientation: (means a person's sexual orientation towards; persons of the same sex, persons of the opposite sex, or persons of either sex)

- We will not discriminate on the grounds of sexual orientation in employment, the provision of goods, facilities and services, the exercise of our public functions or in the disposal or management of our premises.

Religion & Belief: (Religion means any religion and a reference to religion includes a reference to a lack of religion. Belief means any religious or philosophical belief and a reference to belief includes a reference to a lack of belief.)

Responsible Section/Team	People & Policy	Page	Page 11 of 35
Responsible Author	Principal Policy Officer	Version / Status	1.4 Final
Date last amended	08.03.10	Due for review	2013

- We will not discriminate on the grounds of religion or belief in employment, the provision of goods, facilities and services, the exercise of our public functions or in the disposal or management of our premises.

Caring Responsibilities

- Caring responsibilities are where an adult or child relies upon you for care and attention, and that you assist with their daily routine. The Council is committed to achieving equality for people with caring responsibilities in service provision and employment.

Human Rights

Rossendale Borough Council is committed to protecting and preserving the rights and freedoms that belong to all individuals regardless of their nationality and citizenship. We believe that human rights are fundamentally important in maintaining a fair and civilised society.

Domestic Violence

The Crime and Disorder Act 1998 places a statutory duty on Rossendale Borough Council to work in partnership with other identified agencies and local people to develop and implement annual strategic assessments and plans for preventing and reducing crime and disorder within the Borough. Domestic Abuse is one of the priority areas for action within the CDRP assessment. A Domestic Abuse Strategy has been produced by Rossendale Domestic Abuse Partnership, which is a multi agency group which provides a co-ordinated response by being pro-active.

The STAR Centre has received over 3600 calls in the last year and the highest number of new referrals in 9 years. There is a projected 25% increase for 09/10 in new referrals based on the first 6 months.

Social Responsibility and Socio-economic Disadvantage

The Council will ensure that all persons are not unlawfully discriminated against; regardless of their background or circumstances and will consider what action they can take to reduce the socio-economic inequalities people face. This underpins the role of public bodies in narrowing the gaps in outcomes resulting from socio-economic disadvantage. We will continue to keep aware of developments in this area, and take action to ensure that the Council remains fully compliant with any new legislation.

Responsible Section/Team	People & Policy	Page	Page 12 of 35
Responsible Author	Principal Policy Officer	Version / Status	1.4 Final
Date last amended	08.03.10	Due for review	2013

Equality Reporting

The Council will report on equality issues annually covering at least:

- Pay transparency
- Ethnic minority employment rate; and
- Disability employment rate.

Equality Framework for Local Government

The new Equality Framework for Local Government, introduced in 2009 replaced the Equality Standard and will be our one our key tools to measure progress in mainstreaming equality and the difference made. The Framework has three levels:

- Level 1: Developing - Understanding the importance of Equality
- Level 2: Achieving - Developing better outcomes
- Level 3: Excellent - Making a difference

There are five areas of performance which are assessed as part of the framework:

- Knowing your communities and equality mapping
- Place shaping, leadership, partnership and organisational commitment
- Community engagement and satisfaction
- Responsive services and customer care
- A modern and diverse workforce.

The Council has committed to undertake external peer assessment under the new Equality Framework in 2010.

Responsible Section/Team	People & Policy	Page	Page 13 of 35
Responsible Author	Principal Policy Officer	Version / Status	1.4 Final
Date last amended	08.03.10	Due for review	2013

Responsibility for the Scheme

Rossendale Borough Council has overall responsibility for the Equality Scheme. Elected Members, Directors, Managers, Employees and partner agencies all have a role to play in helping the Council to meet its duty to promote equality for all regardless of background and circumstance.

The key people and groups involved in co-ordinating activities across the Council are :

- The lead **Cabinet Member** responsible for Equalities – **Portfolio Holder for Finance and Resources**.
- The **Member Champion for Equalities**
- The Project Sponsor of the Equality Scheme is the **Head of People and Policy**, who is responsible for ensuring that the Scheme is in line with the Council's objectives and is fit for purpose and legally compliant
- The Manager of the Scheme is the **Principal Policy Officer** who is responsible for monitoring the delivery of the scheme and coordinating revisions that become necessary.
- The **Corporate Policy Steering Group** is made up of senior officers across the Council and is responsible for ensuring that equalities are embedded. It is also the custodian of the EFLG assessment for the Council. The role of the group is to drive and oversee the equality agenda. Reports to the Corporate Management Team.
- The **Community Impact Assessment Scrutiny Group**, comprising equality champions from each service area which is responsible for considering impact assessments, sharing good practice and approving policy developments/decisions in the context of equalities and potential impacts.
- There is an **Overview and Scrutiny Committee** which monitors activities within the Council relating to equality and monitors risk.
- **Every employee** is required to assist Rossendale Borough Council to meet its commitment to promoting equality and to avoid unlawful discrimination in employment and service delivery.

Responsible Section/Team	People & Policy	Page	Page 14 of 35
Responsible Author	Principal Policy Officer	Version / Status	1.4 Final
Date last amended	08.03.10	Due for review	2013

How Rossendale will meet its duties

The Equality Scheme sets out the arrangements for the Council in meeting its Equality duties by:

- Involvement and engagement of staff and stakeholders
- Delivering staff training
- Employment
- Contacts and partners
- Community impact assessments, monitoring and assessing policies and decisions for any adverse impacts on protected characteristics/groups.
- Publishing results of assessments and consultations
- Ensuring the public have access to information and services

Involvement: Engagement, Consultation, Participation and Data Mapping

The Council has established mechanisms for consulting and involving equality groups via the development of a programme management approach to project delivery and the development of a consultation and engagement strategy. However, we recognise that there is room for improvement in the way we engage and involve representatives from equality groups in the decision-making process and we will seek to address this through the development and delivery of the Scheme. The Council has built in consultation and communication in relation to the development of major strategies impacting on how the Council delivers its service through its community impact assessments process.

We are committed to creating a fairer society where everyone can participate and has the opportunity to be involved, consulted and be part of the decision making process.

By engaging local people and communities we can plan more effectively and provide the services that local residents want and need; to foster a positive dialogue between citizens and the Council, our actions will support participation in the democratic process and the quality of community governance and in addition will develop skills and knowledge in local communities.

To ensure that our research and consultation process is representative of all communities we will ensure that we focus on especially hard to reach disadvantaged groups and disengaged groups.

The Council is committed to understanding its communities and the services they want and need. All services are expected to understand and tackle any barriers that may be in place for members of the community in taking up services.

Training & Organisational Development

The Council recognises that it is critical for its staff to have the skills and knowledge to help eliminate unlawful discrimination and promote equal opportunities. Training is provided in a number of areas:

Responsible Section/Team	People & Policy	Page	Page 15 of 35
Responsible Author	Principal Policy Officer	Version / Status	1.4 Final
Date last amended	08.03.10	Due for review	2013

- Employee Equality Awareness Training, including specific sessions on Disability, Race, Age, Gender and Sexual Orientation.
- Legislative Framework training in relation to Equalities including making a complaint utilising the harassment and bullying procedure.
- Impact Assessment training for officers required to complete Community Impact Assessments
- Sign language where identified through a personal development review as relevant to carrying out the job.
- Member Equality Awareness Training.

The Council's Organisational Development Plan is one element of the organisation's delivery mechanisms to fulfil its equality commitments. The Plan is drawn from a range of other interrelated strategies such as the Human Resources, business plans, and the Corporate Equality Action Plan and identifies current levels of skills and knowledge and required level to be attained. The Plan identifies the various training and development activities received to ensure that the workforce has, as a whole, an understanding of the concepts and principles of equality as well as our duties and responsibilities and the methods to put these principles into practice.

Employment

The Council will ensure that employment policies and procedures follow the requirements of legislation and that best practice is applied to prevent any discrimination in recruitment, selection, pay, promotion, training, grievance and exit from employment. Monitoring has already been established in these areas and this information is reported to Overview and Scrutiny Committee as part of the annual Equalities Report. The Council operates a fair Recruitment and Selection process to ensure that its policies and procedures are inclusive and as accessible as possible. The Council promotes its commitment towards disability equality by:

- Guaranteeing disabled applicants who meet the minimum requirements a job interview.
- Advertising all its vacancies internally and externally (unless at a time of downsizing)
- Supporting employees who become disabled during employment via Risk Assessments/Access to Work.

The Council has the Positive about Disability – 'two ticks' award by the Job Centre

Contracts, Procurement and Partners

The Council is committed to ensuring that the way it procures its goods and services drives forward equality.

The Council has a Procurement Strategy which articulates how the Council will procure goods and services taking equality considerations into account. The Authority is signed up to the North West Improvement & Efficiency Partnership which includes implementing their standard contracting documentation which includes compliance with legislative requirements. The standard ensures that equality and

Responsible Section/Team	People & Policy	Page	Page 16 of 35
Responsible Author	Principal Policy Officer	Version / Status	1.4 Final
Date last amended	08.03.10	Due for review	2013

diversity is respected by our contractual partners, both to uphold our high standards in service delivery and as a tool to promote equality within the community consistent with the Council's Equal Opportunities commitments.

Community Impact assessments

Community Impact Assessments are a structured way for the Council to fully understand the implications of our decisions and whether they are detrimental or discriminatory to certain groups or sections of the community. They consider the impact on 'traditional' equality groups (gender, race, ethnicity, disability, sexual orientation, age, religion and belief) as well as the impact on wider groups that make up our community, such as carers, rurally isolated people, roma travelers, victims of crime, and people who are socio-economically disadvantaged. Further they help us to consider the impact of Council decisions and policies within and between communities more generally.

The Community Impact Assessment process will ensure that our decision making process is robust and the impact on all communities within Rossendale are fully considered in Council business. By carrying out impact assessments, Rossendale Borough Council is working to promote equality for all our service users, employees and the wider community that we serve.

Corporate guidance and training has been provided and further training will continue to be identified via line manager one to one meetings and the annual personal development reviews.

A formal protocol has been adopted setting out the stages and roles and responsibilities when undertaking a CIA. A cross team CIA Scrutiny Group reviews all impact assessments and act as champions in their areas.

Publishing results of consultations, assessments and monitoring

The Scheme will be available to view and download electronically from the Council's Website and will be made available in printed format and other formats on request.

The Council will make publicly available the outcome of any community impact assessment, consultation and monitoring we undertake.

The public will be informed about the availability of this information through the Council's Website, press releases, public notices, and Rossendale Alive, where appropriate.

Staff will be kept informed through the staff news letter (Grapevine) and Team Brief.

Ensuring public access to information and services & Communications

We endeavour to ensure that everyone has access to information as and when they need it. We are committed to communicating with all members of the community, employees, elected members and partners in the most appropriate way.

Responsible Section/Team	People & Policy	Page	Page 17 of 35
Responsible Author	Principal Policy Officer	Version / Status	1.4 Final
Date last amended	08.03.10	Due for review	2013

We will provide information in printed form and via the Council's website. On request we will provide translation into minority languages, large print, Braille or audio. Additionally, employees can directly access interpretation and translation services for assistance in dealing effectively with customers whose first language is not English.

Rossendale Borough Council is committed to actively communicating, both internally and externally, to ensure that all employees, service users and members of the general public have easy access to Council information and services.

Involving people from all our diverse communities in consultation and decision making processes, and sharing the results of assessments and monitoring is essential for continuous improvement throughout the Council. We want to be inclusive and transparent in everything that we do. We are therefore committed to enabling people access to the Council in the way that they wish, and are working to ensure that no-one is excluded due to a lack of technology, poor literacy, language barriers or physical access.

Our comprehensive Communications Strategy, supported by our Community Engagement Toolkit, ensures high standards of communications are maintained by providing advice and guidance for council officers in terms of improving communication with the range of people which may need to access Council services. The Communications Action Plan ensured that translation and interpretation into other languages and accessible formats was put in place and information and advice about these services are provided to staff through our Intranet. Advice on the use of Plain English has also been provided to all staff and guidance has been circulated to avoid the use of unnecessary jargon. Our strategies, toolkits and Intranet advice help our staff to make our information and services accessible to everyone.

We will continue to produce Rossendale Alive – our community newsletter as well as press releases. And we will continue to improve our communications with all our diverse communities by developing a better understanding of their needs and the most effective way to target and influence them.

Internally, we will continue to communicate through our Team Brief and Grapevine newsletter. We are aware of the difficulties faced by non office based staff in accessing electronic communications. Therefore, the Grapevine newsletter and other key communications are posted directly to their home addresses. Managers in our Operations Team are also conscious of potential issues such as low levels of literacy and seek to overcome these difficulties by undertaking regular 'toolbox' talks and ensuring that a good level of face-to-face verbal communication takes place to supplement written communications.

Council's website has been designed to comply with W3C Web Content Accessibility Guidelines to ensure the best levels of accessibility to all users. The accessibility pages on our website allow users to adapt the website to meet their individual needs, further the settings will be saved for future visits. The Guidance rating is based on three levels, A, AA, and AAA. All of the Councils web pages have 'A' rating and 98% have 'AA' rating terms of accessibility of our internet site.

Responsible Section/Team	People & Policy	Page	Page 18 of 35
Responsible Author	Principal Policy Officer	Version / Status	1.4 Final
Date last amended	08.03.10	Due for review	2013

Complaints procedure

The Council has established methods of allowing individuals to make a complaint:

- The Council's Grievance Procedure (for employees for the Council)
- The Council's Complaints & Feedback Procedure
- Recruitment and Selection Complaints Procedure
- Dignity at Work Policy incorporating Bullying and Harassment

Monitoring

Workforce Monitoring (Appendix 3)

The Council will continue to produce equality reports and produce workforce profiling data annually as part of the business planning process. Workforce monitoring involves looking at our recruitment practices and the make-up of our workforce and comparing this with our economically active local population. We can then work to ensure that our workforce reflects the local community we serve. It also enables us to analyse how human resource policies, practices and procedures affect different groups, so we can address any inequalities/barriers and ensure our compliance with legislative requirements.

All our workforce information is held on our Complete Human Resources Information System. The Council seeks to have a diverse workforce, representative of the local population. Currently the Council captures and monitors equality information relating to its workforce on an annual basis as an annual equalities report to Overview and Scrutiny Committee/Cabinet. This includes:

- Access to Training
- Employees leaving the Council
- Job applications
- Appointed applicants
- Use of the performance management process i.e. disciplinary, capability and absence management, dismissals.

The Council will also produce a six monthly report for the Council's Performance Overview and Scrutiny Committee identifying the results of any impact assessments, consultation exercises and monitoring exercises. The results of such exercises will also be to relevant groups and, where appropriate, published in the Council's news letter. All Community Impact Assessments will be made publicly available on the Council's website.

We will continue to carry out and improve our equality monitoring, where information is gathered in relation to the equality characteristics of service users or employees, in order to identify areas for improvement and ensure equality of access to both service provision and employment opportunities.

Responsible Section/Team	People & Policy	Page	Page 19 of 35
Responsible Author	Principal Policy Officer	Version / Status	1.4 Final
Date last amended	08.03.10	Due for review	2013

Service Monitoring

The Council is committed to carrying out service monitoring in order to:

- Establish profiles of our service users
- Compare these profiles to the make-up of the Borough of Rossendale in order to identify gaps in relation to;
 - service provision
 - the take up of services
 - equality of opportunity
 - satisfaction with services
 - barriers to accessing services
 - discrimination and inequalities
 - discover where service changes need to be made, then set improvement targets
 - from benchmark data
 - be able to identify where progress is being made
 - monitor satisfaction rates

Performance Indicators

The National Indicator Set was introduced in April 2008 and replaced Best Value Performance Indicators – we have adopted 35 of these as part of the Lancashire Local Area Agreement and many services use local performance indicators to ensure they measure what is important to the service and its users. All of these indicators are monitored quarterly through Covalent. All of our Indicators within our LAA are about ensuring equality and ‘narrowing the gap’ – in particular there are a range of indicators within the National Indicator Set that have an equality focus. These include:

NI1 - % of people who believe local people from different backgrounds get on well together in their local area.

NI4 - % of people who feel that they can influence decisions in their locality

NI50 – Emotional health of children

NI117 – 16-18 year olds who are not in education, employment or training.

NI 120 – All-age all cause mortality rate.

NI124 – Number of vulnerable people who are supported to maintain independent living.

NI137 – Healthy life expectancy ayt65.

NI155 Obesity among primary school age children in Reception Year (Percentage of children recorded as being obese)

NI153 - Working age people claiming out of work benefits in the worst performing Neighbourhoods

NI155 - Number of affordable homes delivered (gross)

NI163 - Working age population qualified to at least Level 2 or higher

NI165 - Working age population qualified to at least Level 4 or higher

NI187 - Tackling fuel poverty

Responsible Section/Team	People & Policy	Page	Page 20 of 35
Responsible Author	Principal Policy Officer	Version / Status	1.4 Final
Date last amended	08.03.10	Due for review	2013

There are also a number of Place Survey indicators such as NI23 - Perceptions that people in the area treat one another with respect and consideration and NI140 - Fair treatment by local services that provide our evidence base and improvements and action.

Review

The Council recognises that priorities change and this may affect the urgency of reviewing some functions, decisions and activities. Actions arising will be reviewed annually as part of the annual business planning process and Corporate Equality Action Plan refresh, but informed throughout the year, in light of new policies, actions arising from Community Impact Assessments, revised legislation, experience and evidence of unfair or potentially unfair discrimination becoming apparent where it has not been identified initially.

We will continue to carry out and improve our equality monitoring, where information is gathered in relation to the equality characteristics and needs of service users or employees, in order to identify areas for improvement and ensure equality of access to both service provision and employment opportunities.

The Council will review the Equality Scheme every three years.

CAA

The Comprehensive Area Assessment (CAA) is the framework for the independent assessment of local public services in England. It was introduced in April 2009 and was reported for the first time in December 2009 by the Audit Commission. Rossendale Borough Council is firmly committed to attaining excellent results and were assessed at Level 3 'performs well'.

The annual Area Assessment (across Lancashire) considers how well local partners know and understand the nature and extent of inequality and disadvantage within their communities and how effectively they are working to reduce or eliminate discrimination. Lancashire was awarded a green flag for 'exceptional performance or innovation that others can learn from' for improving quality of life and maintaining independence for older people.

The annual Organisational Assessment, for which we also received Level 3 - 'performing well' asked key questions to establish how effective we are at tackling inequality and improving outcomes for people whose circumstances make them vulnerable. In terms of workforce planning the Council received a Level 3 'performs well'.

Responsible Section/Team	People & Policy	Page	Page 21 of 35
Responsible Author	Principal Policy Officer	Version / Status	1.4 Final
Date last amended	08.03.10	Due for review	2013

Appendix 1

CIA Database Summary for 2010-13

A robust system of Community Impact Assessment is in place for all policy decisions, existing policies and new policy developments, Existing Policies, strategies, projects, procedures and changes of function. The Community Impact Assessment process will ensure that our decision making process is robust and impacts on all communities within Rossendale and are fully considered in Council business. By carrying out impact assessments, Rossendale Borough Council is working to promote equality for all our service users, employees and the wider community that we serve. This is a snapshot of the CIA database for 2010-13. This is a living document and will be added to throughout the year. An annual update will be published. All CIA's, once completed & approved will be published on the Councils website.

Name of Policy/Strategy /Function	Current Status	Timescale for CIA Review Completion
Communities		
Communities Team Enforcement Policy Incorporating Graffiti Fly Posting Removal Abandoned Vehicles Dog fouling Abandoned vehicles Sharps and drug litter Fly Tipping Policy	Policy being reviewed with a view to updating and amalgamating 9 policies into 1. CIA will be completed alongside this review.	March 2010
Market Review	The first revitalising Rossendale Markets Strategy was assessed and completed in January 2009. Phase 2 will be carried out in September 2010. CIA will be completed alongside this.	September 2010
Grants to Outside Bodies Policy	Policy review and Impact Assessment completed 2008. Due to be reviewed 2013.	March 2013
Neighbourhood Forum Action Plans	Plans being developed. CIAs will be developed alongside these as appropriate.	October 2010
Sustainable Community Strategy	Strategy and Impact Assessment completed June 2008. Due for review 2018. CIA review will be undertaken alongside this.	2018
Leisure Development	Impact assessment completed 17 December 2009. This will be reviewed by September 2011. CIA will be reviewed alongside this.	September 2011.
Community Involvement and Engagement Strategy	Strategy completed December 2006 and will be reviewed as part of the neighbourhood forum arrangements. CIA will be completed alongside this.	October 2010
Community Safety Partnership Annual Strategic Assessment and	3 rd Strategic Assessment completed by end February 2010 with the Partnership Plan Refresh complete by March 2010. CIA will be completed alongside this.	March 2010

Responsible Section/Team	People & Policy	Page	Page 22 of 35
Responsible Author	Principal Policy Officer	Version / Status	1.4 Final
Date last amended	08.03.10	Due for review	2013

Name of Policy/Strategy /Function	Current Status	Timescale for CIA Review Completion
Partnership Plan Refresh		
Delivery of Environmental improvements (Regenerate) (BP)	Delivered as part of the Regeneration initiatives annually across the Borough. Due for review/evaluation 2011.	March 2011
Development of a Cultural Strategy	Development of the first Cultural Strategy for the Borough is ongoing. A CIA will be completed alongside this.	October 2010
Implementation of the Leisure Review	The Leisure Review is an ongoing project and CIA development will be undertaken in light of decisions by the Council regarding Leisure during 2010 onwards. Leisure Review CIAs will be live documents during this and regularly reviewed and developed as decisions made.	November 2010 Ongoing as necessary as part of the ongoing Leisure Review
Provide Grant Support to outside bodies (BP)	Annual report and CIA completed March 2009. To be reviewed annually.	March 2010
Regeneration & Strategic Housing		
Economic Regeneration Strategy 2008-10	Strategy and Impact Assessment completed 2008. Evaluation in September 2010 with a view to review as part of the Pennine Lancashire Integrated Economic Strategy thereafter. CIA will be completed alongside this as per future arrangements.	September 2010
Pennine Lancashire Squared	Completed 2009. Project and CIA will be reviewed in 2010.	August 2010
Development of a Tourism Strategy (BP)	The Strategy is still in the development stage with stakeholders. It is likely to be considered by Cabinet in July 2010. CIA will be completed alongside this.	July 2010
Development of a Vacant Properties Strategy (BP)	A new Vacant Property Strategy is in development, expected completion July 2010. A CIA will be completed as part of this process.	July 2010
Delivery of the Rossendale Sustainable Economic Delivery Programme (BP)	Completed September 2008. Programme and CIA due for review 2011.	March 2011
Supported Housing Strategy	Strategy and Impact Assessment complete 2008. Strategy and CIA due review 2011.	March 2011
Housing Strategy and Affordable Housing Strategy	Policy Complete. The Pennine Lancashire Housing Strategy was endorsed by Cabinet in March 2009. This document provides the overarching strategic framework for the sub-region. A local delivery plan will replace the need for a local housing strategy. Rossendale's local delivery plan is now being developed and is likely to be presented to Cabinet in July 2010. Community Impact Assessment will be completed alongside this.	March 2011
Private Sector Renewal Strategy	Policy Complete. A new Private Sector Housing Renewal Strategy is in the development stage with stakeholders. Expected July 2010, and a CIA will be completed as part of this process.	July 2010

Responsible Section/Team	People & Policy	Page	Page 23 of 35
Responsible Author	Principal Policy Officer	Version / Status	1.4 Final
Date last amended	08.03.10	Due for review	2013

Name of Policy/Strategy /Function	Current Status	Timescale for CIA Review Completion
Equity Release Scheme	A new scheme for the delivery of Equity Release Loans is being developed in September 2010. A revised CIA will be completed as part of this process.	September 2010
Homelessness Service Review	Review and CIA completed 2009. Implementation of review due in 2010. CIA will be completed alongside this.	July 2010
Housing Market Renewal Programme (BP)	Last completed 2008. Currently being reviewed. CIA will be completed alongside this.	July 2010
Outcome from the Strategic Housing Market Assessment (BP)	Report and Impact Assessment completed 2008. Due for review 2012. CIA will be completed alongside this.	2012
Operations		
Refuse Collection and Recycling Policy	Policy and Impact Assessments completed 2007. Policy and CIAs to be reviewed 2010.	May 2010
Street Cleansing Policy	Policy and CIA to be completed December 2010.	December 2010
Open Spaces Strategy	Strategy and Impact Assessment complete January 2008. To be reviewed 2012.	May 2012
Policy and procedure for Bereavement Services	Policy and Impact Assessment completed 2008. To be reviewed 2012.	July 2012
Play Strategy for Rossendale	Strategy and Impact Assessment completed 2007. To be reviewed in 2010.	June 2010
Memorials Policy	Draft Policy completed December 2009. Further Community consultation required during 2010. CIA will be reviewed and completed alongside this.	December 2010
Customer Services & ICT		
Customer Access Strategy	Strategy is currently being refreshed during 2010. CIA will be completed alongside this.	September 2010
Refresh ICT email and internet security policy	Policy and Impact Assessment completed 2009. Due for review 2012.	July 2012
Customer Feedback and Complaints Procedure	Complete July 2007. Due for review in 2010/11, CIA will be completed alongside this.	March 2011
Implementation of the Leisure Review (BP)	Support Communities Team in the review of implementation of the Leisure Review and associated CIAs.	November 2010
Service Assurance		
On the Record – Complaints Procedure	Procedure complete 2007. The Complaints process is to be reviewed/ updated by the SAT during 2009/10. Currently preparing a Customer Service Standards questionnaire. CIA will be completed alongside this.	March 2010
Housing Benefit and Council Tax Benefit Take Up	Strategy Complete in 2008. This is a three year Strategy – CIA will be a three- year review also. Action Plans developed with Capita annually to capture implementation	January 2011

Responsible Section/Team	People & Policy	Page	Page 24 of 35
Responsible Author	Principal Policy Officer	Version / Status	1.4 Final
Date last amended	08.03.10	Due for review	2013

Name of Policy/Strategy /Function	Current Status	Timescale for CIA Review Completion
Strategy	and reflect any changes.	
Committee & Member Services		
Provision of Electoral Services	Review and Impact Assessment complete December 2009. Due for review 2012.	December 2012
Access to Civic venues / Meetings	Review and CIA complete December 2009. Due for review 2012	December 2012
Your right to speak at meetings of the DC Committee	Review and CIA complete December 2009. Due for review 2012	December 2012
Members Planning Code of Good Practice	Code and CIA reviewed in 2009. Due for review 2012.	December 2012
Democratic Services Charter	Charter and CIA to be reviewed 2010.	July 2010
Unreasonably Persistent Complaints Procedure & Unreasonable Complainant Behaviour Procedure	Procedure and CIA agreed December 2009. To be reviewed 2012.	December 2012
Procedure for Public Speaking	Procedure and CIA complete December 2010. Due for review 2012.	December 2012
Access to information – reports / letters	Reviewed and CIA complete December 2009. Due for review 2012.	Dec 2012
Member Development Strategy	Strategy completed Jan 2010 for 2010-2014	July 2014
Building Control		
Operational Building Control Policy Statement	Policy and Impact Assessment complete 2007. To be reviewed 2011.	March 2011
Financial Building Control Policy Statement	Policy and Impact Assessment complete 2006. To be reviewed 2012.	March 2012
Building Control Enforcement Policy	Completed 2007. Policy under review as part of the corporate enforcement policy. CIA will be completed alongside this.	March 2011
Dangerous Structures/Buildings protocol & procedures	Policy and procedure in place and Impact Assessment completed 2007. Due for review 2011.	March 2011
Street Naming and Numbering Policy	Policy and Impact Assessment completed 2008. To be reviewed 2011.	April 2011
Forward Planning		
LDF Evidence Base Update	Completed December 2009. There will be requirements to update evidence approximately every 3 to 5 yrs or as legislative changes require.	As required
Re-Use of Buildings in the	Policy and CIA completed December 2009. Reviews of the Policy and CIA will be required as government policy or	As required

Responsible Section/Team	People & Policy	Page	Page 25 of 35
Responsible Author	Principal Policy Officer	Version / Status	1.4 Final
Date last amended	08.03.10	Due for review	2013

Name of Policy/Strategy /Function	Current Status	Timescale for CIA Review Completion
Countryside Policy	legislation changes.	
Development Control Saved Polices	Saved Policies will be reviewed annually to ensure they are in line with any new government guidance, CIAs will be completed alongside this. These will be superseded once the Core Strategy comes into affect.	June 2010
Development Control		
Bacup Conservation Area Appraisal	Final draft completed subject to revisions before September 2010. In line with the Conservation Strategy, Conservation Area Appraisals will be reviewed every 5 years. CIA will be reviewed alongside this.	September 2010
Environmental Health		
Enforcement Policy	Timetable for production of service specific appendices under preparation. Each will be reviewed by Overview & Scrutiny Committee during next 18 months. CIAs will be produced alongside this as and when policies are considered.	March 2011
Environmental Strategy	Strategy and CIA completed by January 2009. Currently being revised as a LSP Strategy.	January 2012
Noise Strategy and Policy	Noise Strategy and Policy approved by Cabinet 30/07/08 Policy revised and CIA completed September 2009	September 2012
Air Quality Strategy	Strategy and CIA completed March 2009.	March 2011
Biodiversity and Geodiversity Action Plan	Both Action Plans approved March 2009. CIAs outstanding.	September 2010
Health & Wellbeing Strategy	Strategy and CIA by 2009. Currently being developed as a LSP Strategy.	August 2011
Food and Health Strategy	Due for Cabinet consideration March 2010. CIA has also been completed.	March 2012
Contaminated Land Strategy	Due for revision and consideration by Cabinet June 2010. CIA will be produced alongside this.	June 2010
Drinking Water Strategy	Currently under preparation. Due for consideration by Cabinet June 2010 CIA will be completed alongside this.	June 2010
Licensing		
Statement of Licensing Policy	Policy and Impact Assessment complete 2007. Due for review 2011.	Oct 2011
Statement of Gambling Policy	Policy & CIA updated September 2009. Due for review 2010.	September 2010
Finance		
Medium Term Financial Strategy	Strategy and CIA Annual update completed February 2009. Due for review 2010/11.	2010/11
Annual Revenue Budget and Council Tax	To be completed with annual 10/11 budget setting process. CIA to be completed alongside this.	2010/11
Annual Capital Programme	To be completed with annual 10/11 budget setting process. CIA to be completed alongside this.	2010/11
Budget Consultation Guidelines	Guidelines reviewed during 2009. Due for review 2011/12. CIA will be completed alongside this.	2011/12
Risk Management	Strategy reviewed and CIA 2009/10. Due for review	2011/12

Responsible Section/Team	People & Policy	Page	Page 26 of 35
Responsible Author	Principal Policy Officer	Version / Status	1.4 Final
Date last amended	08.03.10	Due for review	2013

Name of Policy/Strategy /Function	Current Status	Timescale for CIA Review Completion
Strategy	2011/12. CIA to be completed alongside this.	
Procurement Strategy	Strategy review and CIA completed 2009/10. Due for review in 2012. CIA to be completed alongside this.	2012
People		
Organisational Development Policy	OD Plan 2009-11 revised in 2009 CIA Complete 2009. Due for review 2011.	2011
Recruitment & Selection Policy	Recruitment and Selection Policy Revised 2009 CIA Complete 2009	2012
Pay and Grading Review	Pay and Grading Review Complete 2007 CIA Complete 2007.	2010
No Smoking Policy	No smoking Policy Complete 2007 CIA Complete 2007.	2010
Grievance Procedures	Revised Policy drafted 2010 CIA drafted 2010.	2010
Pay and Workforce Strategy	Strategy completed 2009 CIA complete 2009	2010
Equality Scheme	Scheme revised 2010 CIA completed 2010	March 2010
Equality Strategy	Strategy revised 2010 CIA complete 2010	March 2012
Equalities Policy	Policy revised 2010 CIA complete 2010	March 2013
Disciplinary Procedure	Policy revised 2009 CIA complete 2009	2012
Harassment and Bullying Procedure	Policy revised 2009 CIA complete 2009	2012
Absence Mgt	Revised Policy drafted 2010 CIA Drafted 2010	2010
Redundancy Policy	Revised Policy drafted 2010 CIA drafted 2010	2010
Domestic Abuse Policy	Policy complete 2006 CIA complete 2006	December 2011
CRB Policy	Policy reviewed 2010 CIA completed 2010	2012
Health and Well Being	Policy complete 2008 CIA complete 2008	2011
HR Strategy	Refreshed in 2009. CIA completed 2009. Due to be reviewed in 2012.	March 2012
Communications		
Photo library and corporate photography (BP)	In progress. CIA will be completed alongside this.	March 2010
Internal communications including Grapevine, Daily Message and Team Brief (BP)	In progress. CIA will be completed alongside this.	March 2010
Use of the website to communicate with external stakeholders (BP)	In progress. CIA will be completed alongside this.	March 2010
Communications Strategy and	Impact Assessment complete April 2006. Due for review 2010.	July 2010

Responsible Section/Team	People & Policy	Page	Page 27 of 35
Responsible Author	Principal Policy Officer	Version / Status	1.4 Final
Date last amended	08.03.10	Due for review	2013

Name of Policy/Strategy /Function	Current Status	Timescale for CIA Review Completion
Action Plan		
Advice for Communicating with the media	Impact Assessment complete August 2006. Due for review 2010.	March 2010
Newsletter Distribution Options	Impact Assessment complete July 2006. Due for review 2010.	March 2010
Policy & Performance		
Data Quality Policy	Policy & CIA complete November 2009. Due for review 2010.	November 2010
Green Travel Plan & Policy Statement	Plan and CIA currently under development. CIA will be completed alongside this.	June 2010
Allotments Strategy	This will be developed in consultation with stakeholders during 2010-11. CIA will be completed alongside this.	March 2011

Responsible Section/Team	People & Policy	Page	Page 28 of 35
Responsible Author	Principal Policy Officer	Version / Status	1.4 Final
Date last amended	08.03.10	Due for review	2013

Appendix 2

Corporate Equality Action Plan 2010-11

The Corporate Equalities Action Plan will be monitored by the Corporate Policy Steering Group. It is a living document and will be added to throughout the year. It will be update annual as and where required.

Ref	Action	Comments/Current Status	Target Date	Lead Department
E1	Produce an Annual Equalities Monitoring Report.		Ongoing – annually	People & Policy
E2	Ensure all policies and procedures meet the requirements of the forthcoming Equality Bill		March 2011	People & Policy
E3	Improve and refresh Elected Members awareness of and involvement in Equality & Diversity issues through annual equality and diversity training.	An annual session will be provided as per the Member Development Strategy. All Members are required to undertake regular training on equality and diversity. Equality & Diversity Training to be incorporated into Member inductions.	Ongoing	People & Policy and Member & Committee Services
E4	Publish an annual update of the Community Impact Assessment Schedule.		After Annual Business Planning completed	People & Policy
E5	Review of Noise Policy and establish a database of relevant organisations who may be able to assist in special noise investigations/cases, to provide support for perpetrators and/or the Council if persons	Completed.	Jan 2010	Environmental Health

Responsible Section/Team	People & Policy	Page	Page 29 of 35
Responsible Author	Principal Policy Officer	Version / Status	1.4 Final
Date last amended	08.03.10	Due for review	2013

Ref	Action	Comments/Current Status	Target Date	Lead Department
	have special circumstances or disabilities.			
E6	Review of Procurement Strategy, including strengthening of equalities within procurement.	External consultation on the Procurement Strategy suppliers being undertaken.	March 2010	Finance
E7	Review of fee structure for disability adaptation related planning applications.	<p>Planning applications these are covered by CLG Circular 04/2008 "Planning-related fees". Paragraph 75 is the relevant section which waives fees for altering or extending an existing dwelling for a disabled person who lives there or is intending to do so or for works to improve the external access. The exemptions relate to people classified as disabled under section 29 of the National Assistance Act 1948 and Part III of the Childrens Act 1989. Creation of Disabled Access to public buildings is also usually exempt from fees.</p> <p>Further work to be undertaken to review our fee structures to ensure accessibility for all in relation to disability related adaptation fees.</p>	March 2011	Development Control
E8	As part of the LDF/Core Strategy development, consult people with disabilities on Housing related issues/needs.	<p>Completed.</p> <p>Undertaken consultation with several disability representative groups as part of the LDF/Core Strategy development. Guidance included to</p>	January 2010	Planning

Responsible Section/Team	People & Policy	Page	Page 30 of 35
Responsible Author	Principal Policy Officer	Version / Status	1.4 Final
Date last amended	08.03.10	Due for review	2013

Ref	Action	Comments/Current Status	Target Date	Lead Department
		<p>ensure that any development equality of access and use for all sections of the community – building for life.</p> <p>National guidance is that all public sector homes nationally must be built to Lifetime Home standard by 2011 with a target of 2013 for private sector dwellings. Local guidance and requirements will be in line with this.</p>		
E9	Review of the taxi licensing procedure /service and its implications arising from the DoT consultation on enforcing requirements of Disability Discrimination Act in relation to vehicles.	<p>A consultation document was circulated by the DoT in March 2009 outlining a number of options relating to hackney carriage specification and disabled access. The outcome of this will inform local policy development.</p> <p>A service review is currently underway.</p>	September 2010	Licensing
E10	People and Policy will produce an annual Equalities Report on existing and potential employee data as set out in the Equality Strategy in order to monitor and ensure a diverse and flexible workforce which is reflective of the Borough.	Embedded. This is produced annually for management Team and Overview and Scrutiny Committee.	Ongoing – Annual	People & Policy
E11	Review Job Application Form and monitoring form to ensure accessibility for	Completed.	March 2010	People & Policy

Responsible Section/Team	People & Policy	Page	Page 31 of 35
Responsible Author	Principal Policy Officer	Version / Status	1.4 Final
Date last amended	08.03.10	Due for review	2013

Ref	Action	Comments/Current Status	Target Date	Lead Department
	all and consistency.			
E12	At least one member of staff on all recruitment episodes to be trained in recruitment and selection with an equal opportunities element.	Recruitment and selection Policy updated 2010. Training is currently given as needed. Further Training needs across the Council will continue to be identified via the personal development review process. Identified training and/or refreshers will be undertaken during 2010-11.	March 2011	People & Policy
E13	Promote the Council as an employer of choice to create a diverse workforce which is reflective of the Borough.	Have participated in recruitment/career fairs. Continue to provide placement/experience opportunities and promote apprenticeships.	Ongoing	People & Policy
E14	Community consultation on development of a Memorials Policy.	This is being undertaken jointly with the operations and communities team.	August 2010	Operations and Communities
E15	Develop a Dignity At Work Policy	Completed. Integrated in the Bullying and Harassment Policy.	January 2010	People & Policy
E16	Ensure services monitor service users by equality characteristics wherever possible, and that this data is used to ensure/inform service improvement and service reviews and make reasonable adjustments wherever appropriate.		Ongoing	All Service Areas
E17	Engagement: - engage more with people with a disability		Ongoing	All Service

Responsible Section/Team	People & Policy	Page	Page 32 of 35
Responsible Author	Principal Policy Officer	Version / Status	1.4 Final
Date last amended	08.03.10	Due for review	2013

Ref	Action	Comments/Current Status	Target Date	Lead Department
	- explore our engagement arrangements with different age groups - explore access issues in relation to isolated communities.			Areas
E18	Ensure there is a range of equality & diversity learning opportunities available to meet needs at all levels.	Identified as part of personal development reviews and as part of the organisational Development Plan	Ongoing	People & Policy
E19	Ensure that equality and diversity training forms part of the induction process for all staff.	Is embedded into the induction process. Completion of regular equality and diversity training is compulsory.	Ongoing	People & Policy
E20	Undertake a Staff Survey every 2 years.	Last staff survey undertaken in 2009	Every two years	People & Policy
E21	Ensure that regular Equality and Diversity training/refreshers undertaken by staff.	Captured and delivered through annual personal development plans and the Organisational Development Plan.	Ongoing	People & Policy
E22	Provide update training on 'Equality & Diversity in Procurement' for Managers following revision of the Procurement Strategy.		March 2011	Procurement and People & Policy
E23	Review Member Equalities Champion arrangements and Performance Management Arrangements of E&D and Cohesion to ensure stronger link between Policy and Performance O&S.	This will be embedded via the O&S Management Committee.	March 2011	People & Policy and Committee & Member Services

Responsible Section/Team	People & Policy	Page	Page 33 of 35
Responsible Author	Principal Policy Officer	Version / Status	1.4 Final
Date last amended	08.03.10	Due for review	2013

Appendix 3

Workforce Profile

Total no of Employees	228	
FTE	206	
Gender - Male	135	59.21%
Female	9394	40.79%
Status		
Full Time	195	85.52%
Part Time	26	11.40%
Casual.	7	3.07%
Contracted		
Permanent	204	89.47%
Temp/Casual	24	10.52%
Ethnicity		
White	210	92.10%
Other White	3	1.31%
Asian	1	0.43%
Chinese		
Unknown	10	4.38%

Pakistani	3	1.31%
Bangladeshi	1	0.43%
Disabled	9	3.94%
Salary		
Grade 1-6	162	71.05%
Grade 7-9	48	21.05%
Grade 10-13	6	2.63%
Grade 14-16	2	0.87%
Other	10	4.38%
Age		
16-18	0	
19-24	9	3.94%
25-39	52	22.80%
40-49	76	33.33%
50-59	59	25.87%
60-65	27	11.84%
Over 65	5	2.19%
QUALIFICATIONS		

NVQ LEVEL 4 & ABOVE	85	37.28%
NVQ LEVEL 3	31	13.59%
NVQ LEVEL 2	16	7.01%
BELOW LEVEL 2	7	3.07%
NOT DECLARED	89	39.03%
TURNOVER		
LEAVERS	33	14.50%
EXIT INTERVIEWS	11	
Career chge -large lga	8	
Retirements	8	
Redundancies/temps	12	
Dissatisfaction	4	
relocation-abroad		
return ft education		
dismissal	1	
death		
Others	4	

Source: CHRIS as at 1.1.2010

Targets

Measure		Outturns 2008/09	Target 2009/10	Outturn 2009/10	Target 2010/11	Target 2011/12	Target 2012/13
LI 16a	Percentage of Employees with a Disability	5.12%	6.00%	3.94%	4%	4.5%	5%
LI 17a	Ethnic Minority representation in the workforce – employees.	2.30%	2.50%	3.48%	3.5%	4%	4.5%
LI 11	Percentage of Female employees	43.23%	45%	40.79%	45%	45.5%	46%
LI 2a	Equality Standard for Local Government replaced by the Equality Framework	3	Achieving	Tbc	Achieving	Achieving	Excellent by 2013
LI 7	% of employees who were aware of the Equalities Strategy (survey every two years)	n/a	90.00%	96%	n/a	90.00%	n/a

Responsible Section/Team	People & Policy	Page	Page 34 of 35
Responsible Author	Principal Policy Officer	Version / Status	1.4 Final
Date last amended	08.03.10	Due for review	2013

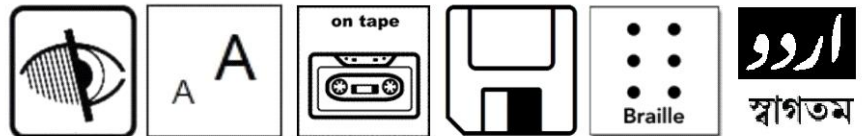
Further Information

For further Information please contact

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Responsible Section/Team	People & Policy	Page	Page 35 of 35
Responsible Author	Principal Policy Officer	Version / Status	1.4 Final
Date last amended	08.03.10	Due for review	2013

Equal Opportunities Policy



Responsible Team	People and Policy	Version	2
Responsible Author	Head of People and Policy	Due for Review	2012
Date last amended	12.2.2010	Date Agreed at JCC	13.1.2010
		Page	1

Contents

The Council's commitment.....	Page 3
Discrimination.....	Page 3
Equal Opportunities in Employment.....	Page 4
Dignity at Work.....	Page 5
Customers and Suppliers.....	Page 5
Recruitment and Selection.....	Page 5
Responsibilities.....	Page 6
Monitoring and Review.....	Page 7
The Law.....	Page 7

Responsible Team	People and Policy	Version	2
Responsible Author	Head of People and Policy	Due for Review	2012
Date last amended	12.2.2010	Date Agreed at JCC	13.1.2010
		Page	2

Our commitment

Rossendale Borough Council is committed to providing equal opportunities in employment and to avoiding unlawful discrimination in employment or to customers.

This policy is intended to assist Rossendale Borough Council to put this commitment into practice. Compliance with this policy should also ensure that employees do not commit unlawful acts of discrimination.

Striving to ensure that the work environment is free of harassment and bullying and that everyone is treated with dignity and respect is an important aspect of ensuring equal opportunities in employment. Rossendale Borough Council has a separate harassment and bullying and dignity at work policy which deals with these issues.

Types of unlawful discrimination

Diversity is about recognising, valuing and taking account of people's different backgrounds, knowledge, skills and experiences. In the context of this policy it also means encouraging and using those differences to create a productive workforce and provide effective services that meet people's needs.

Discrimination occurs where:

- A person is treated less favourably than someone else in comparable circumstances.
- The treatment is for a reason relating to the person's age, disability, gender, race, religion, sexual orientation and
- The treatment cannot be justified.

The circumstances of discrimination may not necessarily be direct. Indirect discrimination may also occur. For example where there is a failure to make a reasonable adjustment for a disabled person or requiring everyone to work full time unless there is a good reason, unrelated to gender, as to why the particular job has to be done on a full-time basis, since requiring everyone to work full time will normally adversely affect a higher proportion of women than men.

Bullying is usually persistent behaviour, directed against an individual or group, which is intimidating, offensive or malicious and which undermines the confidence and self-esteem of the individual.

Harassment is a particular form of bullying and is often focused on a member of staff on the basis of gender, gender identity, gender expression, marital or partnership status, sexual orientation, religion and belief, race, work pattern, age, disability, HIV/AIDS status, socio-economic background, irrelevant spent convictions, trade union activity or membership, on the basis of having or not having dependants, home-life responsibilities or any other irrelevant grounds physical attribute or any other factor which could lead to the experience of discrimination. In general terms it can be

Responsible Team	People and Policy	Version	2
Responsible Author	Head of People and Policy	Due for Review	2012
Date last amended	12.2.2010	Date Agreed at JCC	13.1.2010
		Page	3

described as unwanted behaviour, which a person finds intimidating, upsetting, embarrassing, humiliating or offensive.

Victimisation occurs when someone receives less favourable treatment because they have made an allegation in good faith (i.e. not maliciously), whether or not this can be proven or have offered/ given support or acted as a witness in an allegation of bullying or harassment.

Equal opportunities in employment

Rossendale Borough Council will avoid unlawful discrimination in all aspects of employment including recruitment, promotion, opportunities for training, pay and benefits, discipline and selection for redundancy.

Person and job specifications will be limited to those requirements that are necessary for the effective performance of the job. Candidates for employment or promotion will be assessed objectively against the requirements for the job, taking account of any reasonable adjustments that may be required for candidates with a disability. Disability and personal or home commitments will not form the basis of employment decisions except where necessary.

Rossendale Borough Council will consider any possible indirectly discriminatory effect of its standard working practices, including the number of hours to be worked, the times at which these are to be worked and the place at which work is to be done, when considering requests for variations to these standard working practices and will refuse such requests only if Rossendale Borough Council considers it has good reasons, unrelated to any prohibited ground of discrimination, for doing so. Rossendale Borough Council will comply with its obligations in relation to statutory requests for contract variations. Rossendale Borough Council will also make reasonable adjustments to its standard working practices to overcome barriers caused by disability.

Rossendale Borough Council will monitor the ethnicity, gender and age composition of the existing workforce and of applicants for jobs (including promotion), and the number of people with disabilities within these groups, and will consider and take any appropriate action to address any issues which may be identified as a result of the monitoring process.

Rossendale Borough Council cannot lawfully discriminate in the selection of employees for recruitment or promotion, but Rossendale Borough Council may use appropriate lawful methods, including lawful positive action, to address the under-representation of any group which Rossendale Borough Council identifies as being underrepresented in particular types of job.

Responsible Team	People and Policy	Version	2
Responsible Author	Head of People and Policy	Due for Review	2012
Date last amended	12.2.2010	Date Agreed at JCC	13.1.2010
		Page	4

Dignity at work

Rossendale Borough Council has a separate harassment and bullying policy incorporating dignity at work concerning issues of bullying and harassment on any grounds, and how complaints of this type will be dealt with.

Customers, suppliers and other people not directly employed by Rossendale Borough Council

Rossendale Borough Council will not discriminate unlawfully against customers using or seeking to use goods, facilities or services provided by Rossendale Borough Council. Employees should report any bullying or harassment by customers, suppliers, visitors or others to their manager who will take appropriate action.

Recruitment and Selection

The Council is committed to attracting the best person for the job. Recruitment and promotion will be on the ability and or/demonstrated potential to do the job. All job vacancies should be advertised widely in order to be accessible to all appropriate applicants. All literature including advertisements, job descriptions and person specifications should describe the post and the person required without any bias, with all applications being processed in the same way. In addition, at interview all questions asked must be specific to the post and to the purpose of the interview. Particular care must be taken in assessing qualifications from applicants from outside the UK, in order to ensure an understanding of the level of qualification, training and experience of the candidate. The recruitment team should be made up of at least two officers, preferably three. Officers involved in recruitment and selection must have received training including an element of equal opportunities. Those officers who have not attended Rossendale Borough Council recruitment and selection training must receive training from People and Policy prior to taking part in recruitment and selection. All officers should have refresher training every three years.

Training and Development

Access to training and development will be fairly available to all. All individuals will be encouraged and assisted in developing their skills. The Council will wherever possible work with partners to provide work experience to a range of groups. The Council will employ staff via different arrangements for example apprenticeships and work experience.

Responsible Team	People and Policy	Version	2
Responsible Author	Head of People and Policy	Due for Review	2012
Date last amended	12.2.2010	Date Agreed at JCC	13.1.2010
		Page	5

Human Rights

While the Human Rights Acts are not directly concerned with equality of opportunity, the Council supports the underlying purpose of the Act which is to create in society a culture of respect balanced with an acknowledgement of responsibilities. The Council specifically supports the principles in Article 14 which provides that the right and freedoms detailed in the Human Rights Act shall be secured without discrimination on any grounds. In this context the Council will ensure that its policies, practices and procedures are justified and relevant, equally applied and proportionate to the individual's rights and the interests of all employees and the Council as a whole.

Our responsibilities

Every employee is required to assist Rossendale Borough Council to meet its commitment to provide equal opportunities in employment and avoid unlawful discrimination.

All Councillors are responsible for promoting the equalities agenda. In order to drive forward this agenda the Council has identified a specific elected Member Equalities Champion.

The Chief Executive and Management Team are responsible for ensuring the implementation of the policy within their service areas.

Employees can be held personally liable as well as, or instead of, Rossendale Borough Council for any act of unlawful discrimination. Employees who commit serious acts of harassment may be guilty of a criminal offence.

Acts of discrimination, harassment, bullying or victimisation against employees or customers are disciplinary offences and will be dealt with under Rossendale Borough Council's disciplinary procedure. Discrimination, harassment, bullying or victimisation may constitute gross misconduct and could lead to dismissal without notice.

Complaints

If employee's consider that they may have been unlawfully discriminated against, they may use Rossendale Borough Council's harassment and bullying procedure to make a complaint.

Rossendale Borough Council will take any complaint seriously and will seek to resolve any complaint which it upholds. Employees will not be penalised for raising a complaint, even if the complaint is not upheld, unless the complaint is both untrue and made in bad faith.

Use of Rossendale Borough Council's complaint procedures does not affect an employee's right to make a complaint to an employment tribunal. Complaints to an

Responsible Team	People and Policy	Version	2
Responsible Author	Head of People and Policy	Due for Review	2012
Date last amended	12.2.2010	Date Agreed at JCC	13.1.2010
		Page	6

employment tribunal must normally be made within three months beginning with the act of discrimination complained of.

Monitoring and Review

This policy will be monitored periodically by Rossendale Borough Council to judge its effectiveness and will be updated in accordance with changes in the law. In particular, Rossendale Borough Council will monitor the age, disability, ethnicity and gender composition of the existing workforce and of recruitment, promotion, development, leavers and application of formal procedures relating to grievance, disciplinary, absence, capability and grievance. In addition, the Council will review its equal opportunities policy in accordance with the results shown by the monitoring. If changes are required, Rossendale Borough Council will implement them.

On an annual basis we will report on our local performance indicators:

The percentage of men and women in the workforce

The percentage of employees declaring they have a disability

The BME percentage of employees

Information provided by job applicants and employees for monitoring purposes will be used only for these purposes and will be dealt with in accordance with the Data Protection Act 1998.

The Law

Rossendale Borough Council will implement its Equal Opportunity Policy in accordance with the current legislation. The main relevant legislation is as follows:

Civil Partnerships Act 2004:

Provides legal recognition and parity of treatment for same-sex couples and married couples, including employment benefits and pension rights.

Disability Discrimination Act 1995

Outlaws the discrimination of disabled people in employment, the provision of goods, facilities and services or the administration or management of premises.

Disability Discrimination Amendment Act 2005

Introduces a positive duty on public bodies to promote equality for disabled people.

Employment Equality (Age) Regulation 2006

Protects against discrimination on grounds of age in employment and vocational training. Prohibits direct and indirect discrimination, victimisation, harassment and instructions to discriminate.

Employment Equality (Religion or Belief) Regulation 2003

The directive protects against discrimination on the grounds of religion and belief in employment, vocational training, promotion and working conditions.

The Employment Equality (Sex Discrimination) Regulations 2005

Introduces new definitions of indirect discrimination and harassment, explicitly prohibits discrimination on the grounds of pregnancy or maternity leave, sets out the extent to which it is discriminatory to pay a woman less than she would otherwise have been paid

Responsible Team	People and Policy	Version	2
Responsible Author	Head of People and Policy	Due for Review	2012
Date last amended	12.2.2010	Date Agreed at JCC	13.1.2010
		Page	7

due to pregnancy or maternity issues.

Employment Equality (Sexual Orientation) Regulation 2003

The directive protects against discrimination on the grounds of sexual orientation in employment, vocational training, promotion, and working conditions.

Equal Pay Act 1970 (Amended)

This gives an individual a right to the same contractual pay and benefits as a person of the opposite sex in the same employment, where the man and the woman are doing: like work; work rated as equivalent under an analytical job evaluation study; or work that is proved to be of equal value.

Equality Act 2006

Establishes a single Commission for Equality and Human Rights by 2007 that replaced the three existing commissions. Introduced a positive duty on public sector bodies to promote equality of opportunity between women and men and eliminate sex discrimination. Protects access discrimination on the grounds of religion or belief in terms of access to good facilities and services.

Gender Recognition Act 2004

The purpose of the Act is to provide transsexual people with legal recognition in their acquired gender. Legal recognition follows from the issue of a full gender recognition certificate by a gender recognition panel.

Race Relations Act 1976

The Act prohibits discrimination on racial grounds in the areas of employment, education, and the provision of goods, facilities, services and premises.

Race Relations Amendment Act 2000

Places a statutory duty on all public bodies to promote equal opportunity, eliminate racial discrimination and promote good relations between different racial groups.

Race Relations Act 1976 (Amendment) Regulation 2003

Introduced new definitions of indirect discrimination and harassment, new burden of proof requirements, continuing protection after employment ceases, new exemption for a determinate job requirement and the removal of certain other exemptions.

Racial and Religious Hatred Act 2006

The Act seeks to stop people from intentionally using threatening words or behaviour to stir up hatred against somebody because of what they believe.

Sex Discrimination Act 1975

The Act makes it unlawful to discriminate on the grounds of sex. Sex discrimination is unlawful in employment, education, advertising or when providing housing, goods, services or facilities. It is unlawful to discriminate because someone is married, in employment or advertisements for jobs.

The Sex Discrimination (Gender Reassignment) Regulations 1999

The Act seeks to prevent sex discrimination relating to gender reassignment. It clarified the law for transsexual people in relation to equal pay and treatment in employment and training.

Responsible Team	People and Policy	Version	2
Responsible Author	Head of People and Policy	Due for Review	2012
Date last amended	12.2.2010	Date Agreed at JCC	13.1.2010
		Page	8

Other related RBC documents

Equalities Strategy

Equality Scheme

Community Cohesion Policy Statement

Dignity at Work Policy incorporating Harassment and Bullying

Recruitment and Selection Policy

Organisational Development Plan

Meeting religious and cultural needs, Manager's guidelines

Responsible Team	People and Policy	Version	2
Responsible Author	Head of People and Policy	Due for Review	2012
Date last amended	12.2.2010	Date Agreed at JCC	13.1.2010
		Page	9

COMMUNITY IMPACT ASSESSMENT INITIAL SCREENING FORM

Name of Community Impact Assessment (the policy, decision, strategy, programme, procedure, action plan, function or service etc.):	Equalities Strategy	
Officer Name(s):	Liz Murphy	
Job Title & Location:	Head of People and Policy Stubbylee Hall	
Service Area/ Team:	People and Policy	
Telephone & Email Contact:	01706 252452	
Date Assessment:	Commenced: 30.11.2009	Completed: 7.12.09

Is the policy¹ or decision under review (please tick)

New/Proposed

Modified/adapted

Existing

1. Scope of the Community Impact Assessment

The Community Impact Assessment considers the potential impact of implementing the Equalities Strategy on all equality groups and the wider community.

2. Aims & Objectives – summaries the main aims/objectives of the policy, decision, strategy, action plan, project or procedure (please refer to CIA Guidance for details)

The Equalities Strategy articulates the Council's approach and response to Equality Duties and legislation in an overarching Strategy. The application of the Strategy could have a positive effect on all Equality Groups.

¹ Policy can be defined as a policy document, decision, strategy, function, service, action plan, programme, procedure, initiative or process.

Responsible Section/Team	People & Policy	Version	1.2
Responsible Author	Head of People and Policy	Due for review	07.12.10
Date last amended	14.12.09	Page 1 of 2	

3. Impact – Could a particular group of people be affected differently in either a negative or positive way?				
	Positive Impact – it could benefit	Negative Impact – it could disadvantage/ affect differently	Neutral Impact (Neither)	Please indicate whether this is high (H), medium (M) or low (L). If a negative impact is identified please complete a Full CIA ²
Women	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Men	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Race (Ethnicity or Nationality) – BME or Majority Population - please state which group(s):	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
People with a disability (physical, learning/ mental health)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Lesbians, gay men and bisexual people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Transgendered people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Older people (60+)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Younger people (17-25), and children	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Religious / Faith groups³	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Other excluded groups (e.g. careers, rurally isolated, gypsies & roma travelers, people on low incomes etc.). Please state which group(s):	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Is a Full Community Impact Assessment required? Yes: No:
 Lead Officer signature: EA Murphy

Head of P&P signature: EA Murphy

² If you have identified any negative impact you *will* need to complete a Full Community Impact Assessment. If there are no negative impacts identified you do not need to complete a Full Community Impact Assessment.

³ Faith groups cover a wide range of groupings, the most common of which are Muslims, Buddhists, Jews, Christians, Sikhs, and Hindus. Consider faith categories individually and collectively when considering positive and negative impacts.

Responsible Section/Team	People & Policy	Version	1.2
Responsible Author	Head of People and Policy	Due for review	07.12.10
Date last amended	14.12.09	Page 2 of 2	

**COMMUNITY IMPACT ASSESSMENT
INITIAL SCREENING FORM**

Name of Community Impact Assessment (the policy, decision, strategy, programme, procedure, action plan, function or service etc.):	Equality Scheme	
Officer Name(s):	Emma Hussain	
Job Title & Location:	Principal Policy Officer	
Service Area/ Team:	People & Policy	
Telephone & Email Contact:	01706 252451 / Internal Ext: 2651	
Date Assessment:	Commenced: 08/12/09	Completed: 19/01/10

Is the policy¹ or decision under review (please tick)

New/Proposed

Modified/adapted

Existing

1. Scope of the Community Impact Assessment
This Community Impact Assessment considers the impact of the content and implementing the Equality Strategy on all equality groups and the wider community.
2. Aims & Objectives – summaries the main aims/objectives of the policy, decision, strategy, action plan, project or procedure (please refer to CIA Guidance for details)
In preparation for the duties and requirements set out in the Equality Bill and single equality duty, this is document is a single equality scheme covering all equality groups, taking account of socio-economic circumstances. The purpose of the Equality Strategy is to set out the Council’s commitment to equalities, its responsibilities and how it will meet its public duties and requirements.
This Equality Scheme has been developed in conjunction with the revision of the Equalities Strategy and Equal Opportunities Policy, which have been informed by employee and community consultation via questionnaires, which have informed the final development of the Scheme.
The application of the Scheme could have a positive effect on all equality groups and the wider community.

¹ Policy can be defined as a policy document, decision, strategy, function, service, action plan, programme, procedure, initiative or process.

Responsible Section/Team	People & Policy	Version	1.1
Responsible Author	Principal Policy Officer	Due for review	2013
Date last amended	19.01.10	Page 1 of 2	

3. Impact – Could a particular group of people be affected differently in either a negative or positive way?				
	Positive Impact – it could benefit	Negative Impact – it could disadvantage/ affect differently	Neutral Impact (Neither)	Please indicate whether this is high (H), medium (M) or low (L). If a negative impact is identified please complete a Full CIA ²
Women	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Men	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Race (Ethnicity or Nationality) – BME or Majority Population - please state which group(s):	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
People with a disability (physical, learning/ mental health)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Lesbians, gay men and bisexual people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Transgendered people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Older people (60+)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Younger people (17-25), and children	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Religious / Faith groups³	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Other excluded groups (e.g. careers, rurally isolated, gypsies & roma travelers, people on low incomes etc.). Please state which group(s):	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Is a Full Community Impact Assessment required? Yes: No:

Head of P&P signature: L Murphy

Lead Officer signature: E Hussain

Date: 28.01.10

² If you have identified any negative impact you *will* need to complete a Full Community Impact Assessment. If there are no negative impacts identified you do not need to complete a Full Community Impact Assessment.

³ Faith groups cover a wide range of groupings, the most common of which are Muslims, Buddhists, Jews, Christians, Sikhs, and Hindus. Consider faith categories individually and collectively when considering positive and negative impacts.

Responsible Section/Team	People & Policy	Version	1.1
Responsible Author	Principal Policy Officer	Due for review	2013
Date last amended	19.01.10	Page 2 of 2	

Community Impact Assessment Form

Name of Strategy/Policy:	Equal Opportunities Policy	
Officer Name(s):	Liz Murphy	
Job Title & Location:	Head of People and Policy	
Department/Service Area:	People and Policy	
Telephone & E-mail Contact:	01706 252452 lizmurphy@rossendalebc.gov.uk	
Date Assessment:	Commenced: 24.12.2009	Completed: 24.12.2009

1. Impact Assessment – Policy and Target Outcomes

- a) Summarise the main aims/objectives of the strategy, policy, procedure, project or decision (refer to “**Notes for Guidance**” for details).

The Equal Opportunities Policy details the Council's commitment to providing equal opportunities in employment and to avoiding unlawful discrimination in employment or to customers.

- b) Is the policy or decision under review (please tick)

New/proposed

Modified/adapted

Existing

Responsible Section/Team	People & Policy	Version	1
Responsible Author	Liz Murphy	Due for review	24/12/2012
Date last amended	24/12/2009	Page 1 of 9	

c) Main or intended groups identified as beneficiaries, targets or users of (or affected in any other way) this strategy, policy, project, procedure or decision?
Please specify in box below:

- Customers/citizens of the district
- Targeted/specific groups of customers/citizens (indicate below in [d]).
- Elected Members/Councillors
- Internal colleagues/customers or other public authorities e.g. government agencies
- Community Groups/voluntary sector groups or campaign/interest groups
- Staff/employees (in their contractual position) and/or potential employees/trainees.
- Any other stakeholder e.g. trade unions, contractors, suppliers, district partners, public agencies (not directly under Council control), intermediaries representing interest groups e.g. tenants, developers, legal agencies or third parties.

Main beneficiaries:
Employees of Rossendale Borough Council and residents

d) Please detail below specific equality groups who will be the main beneficiaries, targets and users of this strategy, policy, project, procedure or decision, or who will be affected in any other way.

Key equality groups as main beneficiaries or affected in any other way (where appropriate):
All customers accessing services and all employees are affected

Responsible Section/Team	People & Policy	Version	1
Responsible Author	Liz Murphy	Due for review	24/12/2012
Date last amended	24/12/2009	Page 2 of 9	

e) To assist with the assessment you may need to consider collecting the following information, before completing the table in Section 2:

- NATIONAL DATA e.g. surveys, reports, statistics, etc which point up specific areas/issues.
- LOCAL DATA e.g. demographics, service mapping studies & relevant research.
- MANAGEMENT INFO e.g. data collected for operational/financial or other purposes.
- MONITORING DATA e.g. information already available or collected. For example: disability type, age band, gender, location. (ref. existing LPSIs).
- CONSULTATION/CONTACT DATA e.g. user group feedback, representations, specific consultation events etc.
- CUSTOMER COMPLAINT/FEEDBACK e.g. results of investigations, inquiries, elected member cases, normal complaints/compliments etc.
- Views of LSP Officers, independent externals, contractors/suppliers, partners and academia (if relevant).
- OTHER e.g. frontline employee feedback, other research, experiences of other agencies/local authorities, councillors mailbags/surgeries.

Please detail in the box below, the information you have considered to make this decision/recommendation regarding the communities affected by this.

Workforce Profile
Equalities Performance Report

f) Is further consultation, data collection or research still required?

Yes

No

(If yes then complete Action Plan)

Key Actions (note responsible officer(s)):

Responsible Section/Team	People & Policy	Version	1
Responsible Author	Liz Murphy	Due for review	24/12/2012
Date last amended	24/12/2009	Page 3 of 9	

2. Impact – Evidence

Using the table below please tick whether you have evidence that the policy/strategy/decision has a negative, positive or neutral impact **from an equalities perspective** on any of the equality groups listed below. **Throughout this document please also give consideration to the wider community cohesion impacts within and between the groups identified.**

		Positive Impact – (It could benefit)	Negative Impact – (It could disadvantage)	Reason	Neutral Impact (Neither)
Gender	Women	<input type="checkbox"/>	<input type="checkbox"/>		<input checked="" type="checkbox"/>
	Men	<input type="checkbox"/>	<input type="checkbox"/>		<input checked="" type="checkbox"/>
Race (Ethnicity or Nationality)	Asian or Asian British people	<input type="checkbox"/>	<input type="checkbox"/>		<input checked="" type="checkbox"/>
	Black or black British people	<input type="checkbox"/>	<input type="checkbox"/>		<input checked="" type="checkbox"/>
	Chinese or other ethnic people	<input type="checkbox"/>	<input type="checkbox"/>		<input checked="" type="checkbox"/>
	Irish people	<input type="checkbox"/>	<input type="checkbox"/>		<input checked="" type="checkbox"/>
	White people	<input type="checkbox"/>	<input type="checkbox"/>		<input checked="" type="checkbox"/>
	Chinese people	<input type="checkbox"/>	<input type="checkbox"/>		<input checked="" type="checkbox"/>
	Other minority communities not listed above (please state)	<input type="checkbox"/>	<input type="checkbox"/>		<input checked="" type="checkbox"/>
Disability	Physical/learning/mental health	<input type="checkbox"/>	<input type="checkbox"/>		<input checked="" type="checkbox"/>
Sexuality	Lesbians, gay men and bisexuals	<input type="checkbox"/>	<input type="checkbox"/>		<input checked="" type="checkbox"/>
Gender Identity	Transgender people	<input type="checkbox"/>	<input type="checkbox"/>		<input checked="" type="checkbox"/>
Age	Older people (60+)	<input type="checkbox"/>	<input type="checkbox"/>		<input checked="" type="checkbox"/>
	Younger people (17-25), and children	<input type="checkbox"/>	<input type="checkbox"/>		<input checked="" type="checkbox"/>

Responsible Section/Team	People & Policy	Version	1
Responsible Author	Liz Murphy	Due for review	24/12/2012
Date last amended	24/12/2009	Page 4 of 9	

		Positive Impact – (It could benefit)	Negative Impact – (It could disadvantage)	Reason	Neutral Impact (Neither)
Belief	Faith groups *	<input type="checkbox"/>	<input type="checkbox"/>		<input checked="" type="checkbox"/>
Other Groups (e.g. carers, rurally isolated, gypsies & roma travellers, people on low incomes)		<input type="checkbox"/>	<input type="checkbox"/>		<input checked="" type="checkbox"/>

Notes:

* Faith groups cover a wide range of groupings, the most common of which are Muslims, Buddhists, Jews, Christians, Sikhs, Hindus. Consider faith categories individually and collectively when considering positive and negative impacts

Responsible Section/Team	People & Policy	Version	1
Responsible Author	Liz Murphy	Due for review	24/12/2012
Date last amended	24/12/2009	Page 5 of 9	

3. Impact – Nature/Type

- a) Could you further improve the strategy, project, policy, procedure or decision's positive or neutral impact? If "Yes", this should be detailed in the Action Plan.

YES NO

- b) You need to think about how you can mitigate any adverse or negative impact(s) of the proposal, or how you might use the policy, strategy, project, procedure or decision to promote a positive impact. You must consider whether you have identified that this proposal has a:

High Impact: that the policy, project or decision will have a high, negative impact i.e. that it may be or is unlawfully discriminating against some groups, you will have to take immediate action to mitigate this.

OR:

Lower Impact: the policy, project or decision will have a negative or adverse impact (that may not be lawful). You will also need to consider what changes you could make to remove this impact.

If you have identified adverse impact you must determine whether you will recommend that the Council should:

- Change the policy/decision, stating what the changes should be
- Revise the policy/decision, stating the revisions
- Consult further if you feel that you do not have enough information.

Actions arising from the impact assessment should form part of the Service Planning Process.

Key Actions:

Responsible Section/Team	People & Policy	Version	1
Responsible Author	Liz Murphy	Due for review	24/12/2012
Date last amended	24/12/2009	Page 6 of 9	

4. Impact Assessment - Summary

Key Findings

Please list the major outcomes/results/findings of this assessment in relation to equality which require action by the Council detailing these in the Action Plan at the back at this document. If no specific actions have been identified please detail your key findings below:

Key Findings:
No further action required

5. Impact Assessment – Further Action

Please give the details of the monitoring/evaluation/review process that has/will be set up to check the successful implementation of the policy, project, strategy or decision including improved outcomes/impact and identify the review date.

Evaluation/ monitoring/ review process:

The Equalities Performance Report is undertaken every six months, the Equalities Policy will be reviewed in light of any significant findings from that Report. In the event of no findings the Policy will be reviewed in light of legislative changes or in 2012.

Review Date: 24.12.2012

Responsible Section/Team	People & Policy	Version	1
Responsible Author	Liz Murphy	Due for review	24/12/2012
Date last amended	24/12/2009	Page 7 of 9	

Responsible Section/Team	People & Policy	Version	1
Responsible Author	Liz Murphy	Due for review	24/12/2012
Date last amended	24/12/2009	Page 8 of 9	

6. IMPACT ASSESSMENT ACTION PLAN

Please list below any recommendations for action that you plan to take as a result of this impact assessment (refer to Sections 3 & 4).

Issue	Action required	Lead officer	Timescale	Resource implications	Comments

Responsible Section/Team	People & Policy	Version	1
Responsible Author	Liz Murphy	Due for review	24/12/2012
Date last amended	24/12/2009	Page 9 of 9	