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SCARBOROUGH BOROUGH COUNCIL

Equalities and Diversity Annual Report

2015-16

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1. Introduction

- 1.1 Scarborough Borough Council believes that equal opportunities and diversity are central to all its functions and services. We are committed to ensuring that there are vibrant, sustainable and cohesive communities in Scarborough Borough, in which all people can play as full a part as they wish. We will challenge, change and implement structures to remove the barriers that prevent people from participating in the issues that affect their lives.
- 1.2 We will consider the needs and aspirations of all our customers, residents, visitors and employees, regardless of age, sex, gender identity, disability, sexual orientation, race, socio-economic group, religion or belief, physical abilities, or learning abilities, or any other characteristic.
- 1.3 The Equality Act 2010 replaced previous antidiscrimination laws with a single act, bringing together, harmonising and in some respects strengthening equality law. The Act includes a new Public Sector Equality Duty, replacing previous separate duties relating to race, disability and gender equality, which came into force from April 2011.
- 1.4 In 2015 Council approved a revised Corporate Equalities and Diversity Scheme and action plan covering the period 2015-2020. The Scheme sets out the Council's equality objectives and contains an action plan which sets out how these objectives are to be delivered.
- 1.5 This Annual Equalities Report sets out what we have done over the past year to achieve our equality objectives and meet the requirements of the Equality Act 2010. It also considers an analysis of data obtained from surveys and consultation looking at satisfaction with Council services and how this differs between equality groups. This information will be used to help us make targeted improvements to our services and inform our future plans.
- 1.6 This report also contains information relating to equalities monitoring of the Council's workforce and employment issues information, to provide a comprehensive picture of the Council's work relating to Equalities and Diversity.

2. Key Equality Challenges

- 2.1 The Council faces a number of key equality challenges. Changing demographics mean that the Borough is becoming more diverse and this brings opportunities as well as challenges in maintaining cohesive communities. We need to recognise and value the contribution that diverse groups make to our Borough. The publication of the 2011 census data illustrates the changes in the demographics of the Borough over the last ten years.
- 2.2 The population nationally is ageing, and the Borough already has a larger than average older population. Census data shows that between 2001 and 2011 the proportion of the population in the Borough aged 60 years and over increased from 27.5% to 31.3%, compared to 22.4% average for England.
- 2.3 In addition, there is a larger population who are disabled compared to national figures. The percentage of people with a limiting long term illness increased from 21.6% in 2001 to 22.4% in 2011, compared to an average for England of 17.6%.
- 2.4 Census data also shows changes within the Borough's population in terms of ethnicity and religion/belief.
- 2.5 The Borough is becoming more diverse, with the proportion of White ethnic group falling from 99% of the population in 2001 to 97.5% in 2011. In terms of place of birth, the percentage of the Borough's population born outside the UK has risen from 2.9% in 2001 to 3.9% in 2011.
- 2.6 The breakdown in terms of religion is as follows:

	2001	2011
Christian	78.9%	66.7%
Other Religious Group	0.8%	1.4%
No religion	12.5%	24.5%
Religion not stated	7.9%	7.4%

- 2.7 These present challenges to the Council to ensure that its services address specific needs.
- 2.8 Within the Borough are a number of areas of severe deprivation. In 2010, Scarborough Borough is ranked **85** out of **326** Local Authorities for average overall deprivation score falling with the bottom 30% of most deprived local Authority areas. The Borough was ranked **56** out of **336** for local concentration of deprivation, indicating that there are 'hotspots' of deprivation.
- 2.9 Within Scarborough, there are **8** Lower Super Output Areas¹ (**11.3%** of LSOAs) within the bottom 10% and **14** LSOAs (**19.7%** of LSOAs) within the bottom 20% of most deprived areas in the country for overall deprivation. The **8** LSOAs within the bottom 10% of all LSOAs in England fall within the Wards of:
- Castle (3 LSOAs - 006a, 006b, 0010a)
 - Eastfield (3 LSOAs - 012a, 012b, 012c)
 - North Bay (1 LSOA 006d)
 - Woodlands (1 LSOA - 007d)

¹ The Index of Multiple Deprivation (IMD) is based on small area geography known as Lower Super Output Areas (LSOAs). These areas have between 1000 and 3000 people living in them and in most cases they are smaller than wards. There are 32,482 LSOAs in England and 71 within the Scarborough Borough.

3. Corporate Equalities and Diversity Aims and Objectives

3.1 Aim

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

3.2 Objectives

Our Equality Objectives are:

As a Community Leader, we will:

- Work to develop a culture which values the diversity of people from all sections of society, and to promote community cohesion
- Set an example to others who provide goods and services by promotion and publicity of policies and practices, which are designed to encourage equality of opportunities, and eliminate all forms of discrimination, whether direct or indirect.
- Work to ensure that issues such as race, sex, gender identity, age, disability, religion or belief, and sexual orientation are not barriers to the receipt of services.

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

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

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

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

We will:

- Ensure policies are in place to meet the varying needs and work/life responsibilities of employees.
- Work to achieve a workforce which is representative of the community we serve.

4. Progress against equality objectives

4.1 In order to meet our equality objectives as detailed above, we have developed an action plan against which we monitor our progress regularly. Overall we have made good progress towards achieving our equality objectives and details of progress made against the action plan are set out in appendix 1 of this report.

4.2 Key Successes

4.3 In addition to working to deliver our Equalities and Diversity Action Plan, we have worked to deliver positive outcomes in relation to equality and diversity, including economic disadvantage. Some of our key successes are outlined below:

- We have been awarded funding from Sport England to provide Community Sport Activators across the Borough. The scheme was launched on the 16th January 2016 and aims to increase participation in sport and improve health and well-being.
- Assisted refuse collections help a wide range of residents with mobility problems to ensure that their refuse and recycling can be collected.
- We have made progress towards the target of 406 new affordable homes in the Borough by 2016, including 2 affordable housing schemes in rural areas.
- We submitted a bid to open a University Technical College in Scarborough which was approved. Works on site are progressing at pace and the University Technical College in Scarborough is on target to be finished and open by September 2016.
- The Scarborough Construction Training Village has opened and delivery commenced by Leeds College of Building, Redcar & Cleveland College and Yorkshire Coast College. Jobs have already been secured for the 1st cohort.
- We have adopted the Living Wage, for our lowest paid staff to help towards alleviating wage poverty. In the longer term, our aspiration is to encourage other employers in the borough to do the same, not only by setting a direct example to others, but by making it a preferred criteria in our procurement process for those businesses we buy goods and services from.
- We are currently supporting Discover Filey, Castle Community Network and Edgehill Community Association to progress community management and ownership of assets. Support has been provided to Raincliffe Woods Community Enterprise to complete the transfer of Raincliffe Woods
- Work has been undertaken to implement the Council's Digital Inclusion Plan, including the development of at 3 wellbeing and community hubs, offering preventative health and wellbeing services in the heart of the three communities and services to improve residents' digital skills. A second phase of community hubs is planned
- We successfully completed the Government's "Our Place" programme in Castle/North Bay and were accepted onto the second round of the programme, with additional funding secured.
- We have supported the further development of the Big Local Plan for Barrowcliff, with good progress being made. The Big Local Plan has been completed and approved, its implementation commenced and formal arrangements for support agreed.

- The Choices4Energy Service has continued to support 'fuel poor' households. 'Choices4Energy' provides face to face advice for residents on how to stay warm, reduce their energy bills and carbon footprint, as well as operating a Collective Switching Project and Oil Buying Clubs, to ensure residents are obtaining the best prices for their energy requirements. The success of the service has led to the service transferring to the Home Improvement Agency on a full time permanent basis.
- We have awarded grants to support community, voluntary and not for profit organisations operating services. Our approach to awarding these grants has been reviewed to ensure that funds are targeted in the most effective manner. A number of grants are now awarded on the basis of a three year service level agreement to provide organisations with financial security over a longer term.

5. Take up of Services/Monitoring Data

5.1 Over the last twelve months we have undertaken a range of consultation exercises and satisfaction surveys, which have included questions in relation to protected characteristics/equality groups, i.e, gender, race, religion or belief, age, disability, etc. By collecting this data we can monitor take up of and satisfaction with our services by equalities group. This enables us to identify areas for improvement and ensure that we are providing fair access.

5.2 The results from the satisfaction surveys and consultation exercises show no issues around providing fair access to our services. The areas covered are listed below.

- User Satisfaction and other on-going Surveys
- Benefits User Satisfaction Survey
- Car Parking User Satisfaction Survey
- Housing Options Service
- Tourist Information Centres

6. Providing Equal Opportunities for our employees

- 6.1 Monitoring of the workforce in relation to a number of issues including pay, recruitment and selection, disciplinary, grievances, leavers and training and promotion has taken place and a detailed analysis is set out below.
- 6.2 Our monitoring includes ethnicity, gender, disability and age. Sexual orientation and religion/ belief are now included in the monitoring of applicants for posts. Work is on-going to look at introducing monitoring of these strands in relation to all aspects of our workforce in the future. This improvement in the range of data available will enable the Council to define equalities objectives more effectively.
- 6.3 It should be noted that in some areas the numbers of employees are too small to draw statistically valid conclusions from the data.
- 6.4 The data used to compile this report is from a number of sources, including:-
- ◆ Data Extracts from HR/Payroll system.
 - ◆ Data Extracts from the Council's Performance Management Framework.
 - ◆ Analysis of recruitment monitoring forms.

6.5 **Local Performance Indicators**

- 6.6 The following are key local performance indicators, with results shown for the last five years:

		2011/12	2012/13	2013/14	2014/15	2015/16
LPI ED3	Percent of top paid 5% of staff who are women (based on FTEs)	27.03%	25.81%	28.13%	30.0%	25.0%
LPI ED6	Percent of employees with a disability	3.91%	3.71%	5.90%	6.5%	5.9%
LPI ED7	Percent of employees from an ethnic minority community	0.33%	0.23%	0.50%	0%	0.3%

- 6.7 This illustrates that:
- There has been a reduction in the percentage of women employed at the higher pay levels.
 - The percentage of staff overall with a disability has reduced to 5.9%, however the latest data² shows that 26.5% of the working population in the Borough have a disability/limiting long term illness.
 - The percentage of employees from an ethnic minority has increased slightly.

² Nomis Jan 2012 – Dec 2012

6.8 **Overall staff numbers**

6.9 Scarborough Borough Council had a headcount of 985 people in post as at March 2012. This had reduced to 780 people in post by March 2013, with 784 people in post in March 2014, to 771 people in post in March 2015 and 650 people in post in March 2016. The significant reduction in staff numbers over the last year is due in part to the TUPE transfer of a number of employees following outsourcing of the Council's Sports and Leisure Facilities. Staff numbers by Service were as follows:-

	2015/16		2014/15	
	Head Count	% of people in post	Head Count	% of people in post
Asset & Risk Management	22	3.4%	22	2.9%
Audit	4	0.6%	7	0.9%
Benefits	38	5.8%	37	4.8%
Customers, Communities and Partnerships	38	5.8%	38	4.9%
Corporate Finance	35	5.4%	38	4.9%
Directors' Team inc support staff and Communications	10	1.5%	10	1.3%
Economic Development	9	1.4%	9	1.2%
Environmental Health	27	4.2%	26	3.4%
Harbours	27	4.2%	25	3.2%
Housing	31	4.8%	29	3.8%
Human Resources & Payroll	10	1.5%	10	1.3%
ICT	14	2.2%	15	1.9%
Legal	8	1.2%	8	1.0%
Operations, Transport & Countryside	210	32.3%	206	26.7%
Parking & Venues	81	12.5%	205	26.6%
Planning	25	3.8%	25	3.2%
Procurement & Print	6	0.9%	7	0.9%
Projects	9	1.4%	8	1.0%
Regulatory & Governance	16	2.5%	15	1.9%
Tourism	24	3.7%	24	3.1%
Transformation, Elections & Civic	6	0.9%	7	0.9%
All Council	650		771	

NB Breakdown by service unit managers reflects current structures (March 2016)

6.10 Employment Status

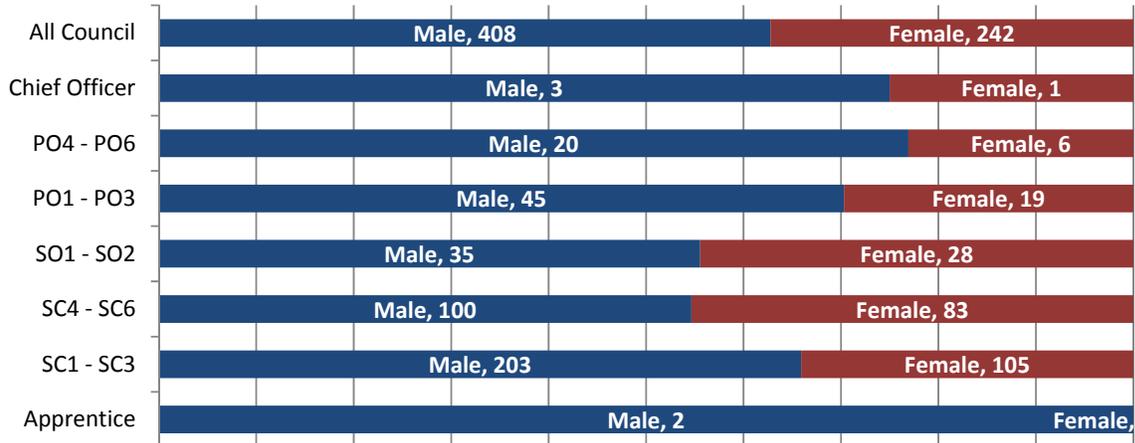
6.11 Analysis shows that as at March 2016, 574 are permanent employees (649 in 2015), with 70 being employed on temporary, casual, seasonal and fixed term contracts (54 in 2015). The largest proportions of non-permanent employees are employed within the Parking & Venues Service.

	Permanent employees		Fixed Term / Seasonal / Temporary		Casual		Total Employees
Asset & Risk Management	20	90.9%	2	9.1%			22
Audit	4	100.0%					4
Benefits	38	100.0%					38
Communities and Partnerships	34	89.5%	4	10.5%			38
Corporate Finance	34	97.1%	1	2.9%			35
Directors Team	10	100.0%					10
Economic Development	7	77.8%	1	11.1%	1	11.1%	9
Environmental Health	27	100.0%					27
Harbours	27	100.0%					27
Housing	29	93.5%	2	6.5%			31
Human Resources & Payroll	9	90.0%	1	10.0%			10
ICT	14	100.0%					14
Legal	8	100.0%					8
Operations, Transport & Countryside	182	86.7%	27	12.9%	1	0.5%	210
Parking & Venues	56	69.1%	23	28.4%	2	2.5%	81
Planning	25	100.0%					25
Procurement & Print	5	83.3%	1	16.7%			6
Projects	9	100.0%					9
Regulatory & Governance	16	100.0%					16
Tourism	16	66.7%	7	29.2%	1	4.2%	24
Transformation, Elections & Civic	4	66.7%	1	16.7%	1	16.7%	6
All Council	574	88.3%	70	10.8%	6	0.9%	650

6.12 **Gender**

6.13 Analysis shows that overall 37.2% (39.1% in 2015) of the workforce, including permanent, temporary, casual, seasonal and fixed term contract employees, is female and 62.8% (60.9% in 2015) are male.

6.14 **Analysis of grade by gender**



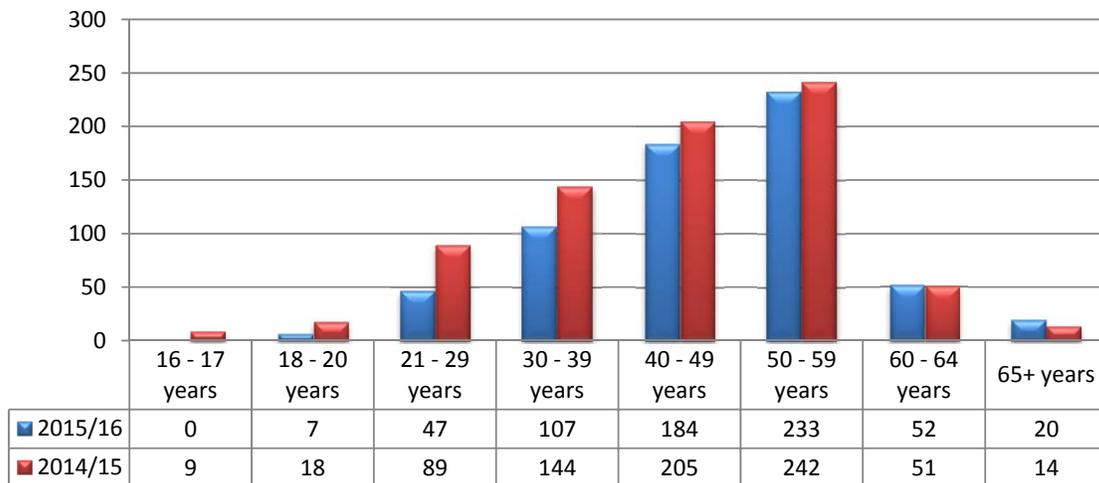
6.15 These tables show that at Scales 1 to 3, 65.9% (62.6% 2015) of the employees are male and 34.1% (37.4% in 2015) are female.

6.16 At scales PO1 - PO3, 70.3% (71.9% in 2015) of employees are male and 29.7% (28.1% in 2015) are female.

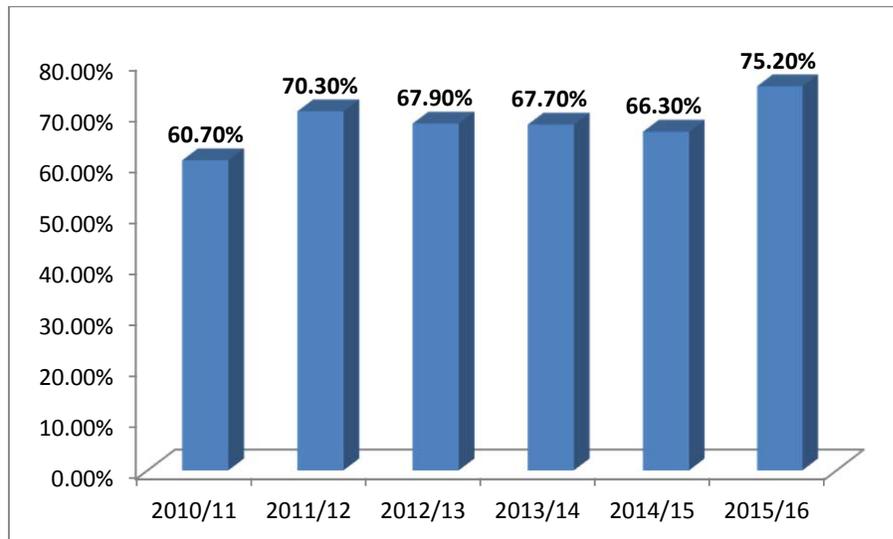
6.17 76.9% (73.1% in 2015) of employees at PO4 - PO6 are male and 23.1% (26.9% in 2015) are female. The Key Local Performance Indicator on the top-paid 5% of staff shows that 25% of this group are female, a decrease on the previous year.

6.18 **Age Profile**

6.19 The age profile of the workforce is as follows:-



6.20 The percentage of the workforce over the age of 40 years is as follows:



6.21 The average age of the population in Scarborough Borough is 44.2, compared to 42.8 in North Yorkshire.

6.22 The 2011 census population estimates generally show the population to be 'ageing' nationally and this is apparent within the Yorkshire & Humber region, the North Yorkshire County and locally. Over half of the population 52.7% within Scarborough is now aged 45 or over and 23.5% of the population is aged 65 or over. The profile of the population at a district level remains unchanged from that in 2001, with Scarborough continuing to have higher proportions of those aged over 45 and over 60 when compared to the other districts in North Yorkshire.

6.23 **Disability Profile**

6.24 4.2% (6.5% in 2015) of employees stated that they have a disability.

6.25 There is representation across all grade bands, with the exception of Apprentices and Chief Officers.

6.26 By service the number of employees declaring they have a disability is as follows:

	Employees stating they have a disability	
Asset & Risk Management		
Audit		
Benefits	1	2.6%
Customers, Communities & Partnerships	3	7.9%
Corporate Finance	1	2.9%
Directors Team inc Support Staff & Communications		
Economic Development	2	22.2%
Environmental Health	2	7.4%
Harbours		
Housing	2	6.5%
Human Resources & Payroll		
ICT		
Legal		
Operations, Transport & Countryside	10	4.8%
Parking & Venues	4	4.9%
Planning		
Procurement & Print		
Projects		
Regulatory & Governance	1	6.3%
Tourism	1	4.2%
Transformation, Elections & Civic		
All Council	27	4.2%

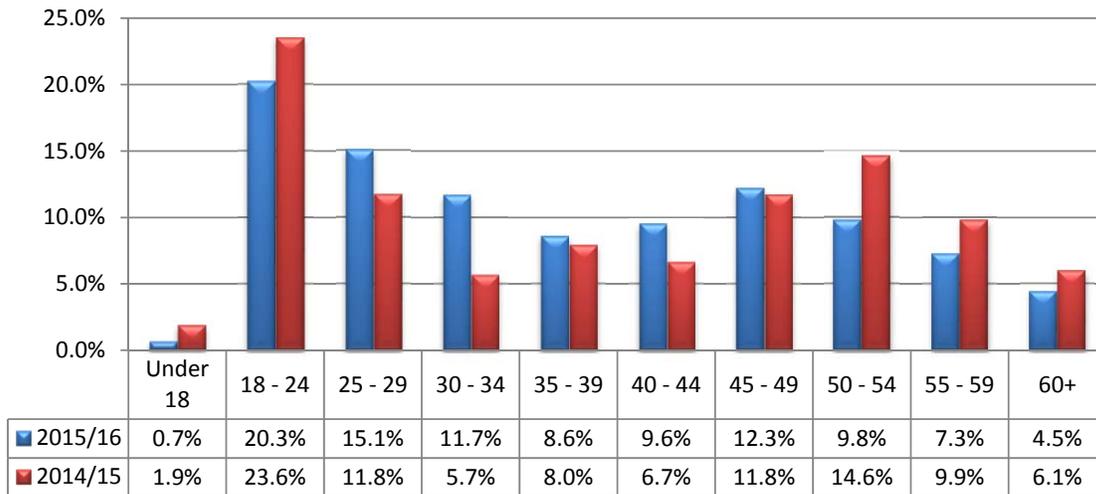
6.27 **Recruitment and selection**

6.28 Analysis has taken place of recruitment monitoring forms completed by job applicants. 1,172 forms were received and 27 appointments were made.

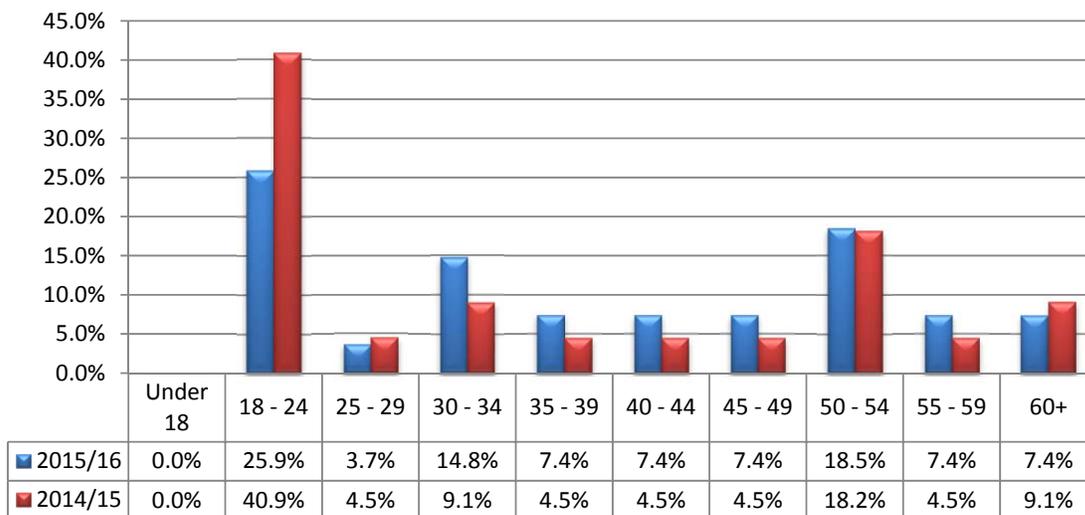
6.29 Analysis shows of the 1,172 job applicants who returned a recruitment monitoring form during 2015/16, 41.6% (44.2% in 2014/15) of applicants were female and 58.4% (55.8% in 2014/15) of applicants were male.

6.30 Of the appointments made, 44.4% (34.8% 2014/15) were female and 55.6% (65.2% 2014/15) were male, i.e., female applicants show a slightly higher success rate than male applicants.

6.31 The highest proportion of applicants for posts was in the 18 – 24 years of age band. The percentage of applicants in each age band was as follows:-



6.32 Looking at appointments to posts the figures are as follows:



6.33 In terms of disability, 5.8% of applicants declared they had a disability compared to 4.2% in 2014/15.

6.34 Analysis also shows the following:

- In terms of ethnicity, 98.7% of applicants stated that they were White, 0.3% were Mixed, 0.7% were Asian, 0.3% were Black and 0.1% were other.
- Religion or belief – 52.5% of applicants stated that they were Christian, 45.2% stated they held no religious belief, 0.2% Jewish, 0.7% Muslim and 1.4% other.
- Sexuality – 93.8% of applicants described themselves as heterosexual, 3.5% gay/lesbian and 0.9% of applicants were bisexual.

6.35 **Leavers**

6.36 Analysis of those leaving the authority showed that of the 245 who left during April 2015 to March 2016, 63.9% were male and 44.1% were female.

Reason for leaving	Permanent	Temporary	Fixed Term	Seasonal	Casual	Grand Total
Compulsory Redundancy	7	0	0	0	0	7
Death In Service	0	0	0	0	0	0
Dismissal Capability	0	0	0	1	0	1
Gross Misconduct	3	0	0	0	0	3
SOSR	0	1	0	0	0	1
End of Fixed Term Contract	2	4	5	60	0	71
Resignation (Voluntary)	21	2	3	12	7	45
Retirement - Early	1	0	0	0	0	1
Ill health	1	0	0	0	0	1
Retirement	6	0	0	0	0	6
Dismissed Through Probation	0	0	0	0	0	0
TUPE Transfer	54	0	0	0	51	105
Other	0	0	0	0	4	4
Grand Total	95	7	8	73	62	245

6.37 Further analysis of leavers by protected characteristic shows the following:

Disability

Yes	4	1.8%
No	223	98.2%
	227	

Age Group

Under 18 years	1	0.4%
18 - 20 years	33	13.5%
21 - 29 years	56	22.9%
30 - 39 years	39	15.9%
40 - 49 years	29	11.8%
50 - 59 years	50	20.4%
60 - 64 years	18	7.3%
65+ years	19	7.8%
	245	

Employment Status

Permanent	95	38.8%
Temporary	7	2.9%
Fixed Term	8	3.3%
Seasonal	73	29.8%
Casual	62	25.3%
	245	

7 Key Issues and Future Priorities

- 7.1 The Council will continue to face challenges with difficult decisions being made in respect over financial matters in the foreseeable future. Mainstreaming equalities will continue to be our priority.
- 7.2 We are committed to delivering further on the actions contained within our Corporate Equalities and Diversity Scheme.
- 7.3 In addition we will continue to focus on:
- Improving our monitoring and equality mapping processes to enable us to focus our resources
 - Identifying where changes are needed to improve customer experience and satisfaction with our services
 - Setting employment equality outcomes, to ensure we have a workforce which is representative of our communities
- 7.4 Key issues which have been identified from each of the User Satisfaction Surveys and consultation exercises will be fed back to the services concerned for their consideration and for appropriate action to be taken.

Appendix 1 – Progress against our Equalities and Diversity Action Plan 2015 – 2020

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

	Equality Objective	Action	Responsible Officer	Timescale	Measure of Performance/ Performance Indicators	Progress to Date
		Continue to analyse and monitor satisfaction and take-up with our services by protected characteristics, identify and address any adverse trends	Performance and Admin Manager	on-going	Annual Monitoring Report presented to Scrutiny Committee	Changes to Scrutiny have taken place. Report now published directly on the website.
		Continue to provide support to reduce barriers to receipt of services, including waste collection assisted collection service, Leisure Saver Scheme, range of leisure sessions to suit specific groups, etc	All SUMs	on-going	Number of junior admissions Number of visits by people aged 50 or over to leisure facilities Number of visits that are Leisure Saver	Transfer of Leisure Services to provision by an external contractor – these indicators will continue to be monitored These services continue to be provided
2	As a Service Provider, we will continue in our commitment to achieving equality for all those who live in, work in and visit the area of the Borough by ensuring that:					
2.1	• Our services are accessible;	Analyse and monitor satisfaction and take-up with our services by protected characteristics, identify and address any adverse trends	Performance and Admin Manager /SUMs	on-going	Annual Monitoring Report presented to Scrutiny Committee	Changes to Scrutiny have taken place. Report now published directly on the website.
		Provide support to reduce barriers to receipt of services, including waste collection assisted collection service, Leisure Saver Scheme, range of leisure sessions to suit specific groups, etc	All SUMs	on-going	Include information in Annual Monitoring Report	Work to deliver these services is on-going
		Submit a bid to the Sport England Community Sport Activation Fund for a 3 year multi – sport outreach project to increase participation levels in the Borough, with a specific focus on health and wellbeing and inclusive sport.	Leisure Services Manager	Bid to be submitted by March 2015. Project to be delivered thereafter	Bid submitted to Sport England. If successful, project delivered and evidence of increased participation levels	Bid was success and project is currently being delivered

	Equality Objective	Action	Responsible Officer	Timescale	Measure of Performance/ Performance Indicators	Progress to Date
		Explore provision of additional services and working in partnership with other public sector organisations at Customer First sites.	Customers, Communities and Partnerships Manager	on-going		On-going work
		Deliver the Tackling the Digital Divide Plan, which aims to reduce the number of people in the Borough who are not able to use the internet to access services	Customers, Communities and Partnerships Manager	As detailed in the TDD Plan	Increase in numbers of people accessing SBC services online	Work has been undertaken to implement the Council's Digital Inclusion Plan, including the development of at 3 wellbeing and community hubs, offering preventative health and wellbeing services in the heart of the three communities and services to improve residents' digital skills. A second phase of community hubs is planned.
2.2	•Our services are flexible and responsive to the needs of the community;	Deliver the SwITch programme, improving customer access – amend action to Deliver Transformation Programme to include improving customer access and satisfaction as a key aim	Transformation, Elections & Civic Manager	programme delivered as per project plan	Customer Satisfaction with Council Services	New Transformation Programme now being developed and implemented across the Council.

	Equality Objective	Action	Responsible Officer	Timescale	Measure of Performance/ Performance Indicators	Progress to Date
		Continually review and update programme of leisure activities to suit changing needs	Leisure Services Manager	on-going	Levels of participation/attendances	
		Implementation and continued development of the new Firmstep CRM, self-serve and on-line forms to deliver more services fully at the first point of contact and increase the range of access channels available to customers.	Transformation, Elections & Civic Manager	programme delivered as per project plan	project implemented % of customers using different access channels	The Firmstep product has been further developed in accordance with the Business Improvement Programme, focusing on Housing work and supporting Multi Agency working On-going development of Firmstep product, now coordinated through Transformation Project
		Development of the Customer First Centre at Scarborough to meet the changing patterns in customer demand arising from channel shift from face to face interactions to increased take-up of on-line services.	Customers, Communities and Partnerships Manager	on-going	% of customers using different access channels	We have developed the Customer First Centre at Scarborough to meet the changing patterns in customer demand arising from channel shift from face to face interactions to increased take-up of on-line services. New self service booths and screens have been installed and new ways of delivering services implemented.

	Equality Objective	Action	Responsible Officer	Timescale	Measure of Performance/ Performance Indicators	Progress to Date
2.3	<ul style="list-style-type: none"> Users of our services are treated fairly and all complaints are dealt with in accordance with our Equalities Scheme and Equality policies; 	Improve the Council's Complaints monitoring system; ensure that any equalities issues are highlighted and investigated	Performance and Admin Manager /Business Improvement Analyst	Dashboard in place by July 2015		Dashboard in place. Quarterly reporting of complaints Data to the Council's Cabinet has now been introduced.
2.4	<ul style="list-style-type: none"> There is consultation within the community on the way in which services are planned and delivered; 	Review the Council's Residents Panel to ensure that it matches the demographic profile of the Borough, consider consultation methods	Performance and Admin Manager	annual review	Analysis of Panel by demographic group	Review completed. Refresh undertaken.
2.5	<ul style="list-style-type: none"> Systems are in place to monitor our services and plans are implemented to achieve continual improvement; 	Extend satisfaction surveys to cover additional service areas where appropriate	Performance and Admin Manager	on-going	no. of service areas covered/consultations which include equalities monitoring	On-going work to expand satisfaction surveys and analyse customer satisfaction generally.
2.6	<ul style="list-style-type: none"> The results of consultations and monitoring are published and the public has access to the information provided; 	Ensure that the results of consultation exercises are routinely published	Performance and Admin Manager	to commence from 1 April 2015	Results on website within one month of close of consultation	Results now routinely published
2.7	<ul style="list-style-type: none"> All contracts are monitored to comply with the Council's Equalities and Diversity Scheme and Equal Opportunities Policy; 	Equalities standards and targets agreed as part of contracts to be monitored and where necessary enforced	Procurement Manager/SUMs	on-going - to be incorporated into contacts		Processes for contracts monitoring are being reviewed and enhanced to include equalities issues where appropriate.

	Equality Objective	Action	Responsible Officer	Timescale	Measure of Performance/ Performance Indicators	Progress to Date
2.8	<ul style="list-style-type: none"> Councillors and employees receive training to raise the awareness of equality and diversity issues and the Council's policies and procedures, to enable them to understand their responsibilities for equality and expected standards of behaviour. 	Review current training and develop options/training programme, ensure information on Equalities and the Council's Corporate Equalities and Diversity Scheme is included in Induction for new employees and new Members	HR Manager/Regulatory and Governance Manager	To be included in training for new Members following May 2015 elections		Training provided for new Members following the May 2015 elections. Options for on-going training for staff and Members needs to be further explored.
2.9	<ul style="list-style-type: none"> Individuals and communities are encouraged to report all forms of discrimination 	Promote awareness of Whistleblowing Policy	Human Resources Manager			To be reviewed
		Raise awareness of the Corporate Equalities and Diversity scheme - leaflets to be revised, published and circulated	Performance and Admin Manager	Sep-15	Leaflets developed, circulated and placed on web	
3	As an employer, we are committed to eliminating discrimination in employment through the establishment of good employment practices applied equally to all employees. All employees will:					
3.1	<ul style="list-style-type: none"> Have equality of opportunity in recruitment and selection, redundancy, retirement and redeployment, grievance and disciplinary procedures, performance appraisal, career development and training; 	Continue to analyse and monitor equalities profile of our workforce and job applicants by protected characteristics, identify and address any adverse trends	Human Resources Manager/ Performance and Admin Manager	on-going - Annual Reporting	Annual Monitoring Report presented to Scrutiny Committee	Changes to Scrutiny have taken place. Report now published directly on the website.
		Promote opportunities for apprenticeships and work closely with local schools and colleges	Human Resources Manager	on-going		

	Equality Objective	Action	Responsible Officer	Timescale	Measure of Performance/ Performance Indicators	Progress to Date
3.2	<ul style="list-style-type: none"> Be consulted on the way in which policies are developed and implemented; 	Continue to hold regular meetings of the Joint Consultative Committee	Human Resources Manager	on-going	Number of JCC meetings held per year	Meetings continue to be held
		Consult employees, Members and trade unions on policy development and implementation through the Joint Consultative Committee, and Resources Scrutiny Committee	Human Resources Manager	on-going		Changes to Scrutiny have taken place. The Council's new Scrutiny Board will be consulted as appropriate.
		Ensure Consultation on policies, etc, is undertaken with staff and trade unions as appropriate	Human Resources Manager	on-going		Completed and ongoing
3.3	<ul style="list-style-type: none"> Have any complaints fairly and properly investigated; 	Continue to analyse and monitor disciplinaries, grievances, to identify and address any adverse trends	Human Resources Manager	on-going	Details within Annual Monitoring Report	Completed and ongoing
We will:						
3.4	<ul style="list-style-type: none"> Ensure policies are in place to meet the varying needs and work/life responsibilities of employees. 	Ensure that the programme of reviews of Human Resources policies and procedures is completed, new policies are developed in response to any changes to legislation	Human Resources Manager	on-going	Programme completed by target dates	Completed and ongoing
3.5	<ul style="list-style-type: none"> Work to achieve a workforce which is representative of the community we serve. 	Ensure the continued development and application of fair and consistent recruitment policies. Monitor and report through Annual Monitoring Report	Human Resources Manager	on-going	Percent of top paid 5% of staff who are women	Completed and ongoing
					Percent of top paid 5% of staff who are from ethnic minority	
					Percent of top paid 5% of staff who have a disability	

	Equality Objective	Action	Responsible Officer	Timescale	Measure of Performance/ Performance Indicators	Progress to Date
					Percent of employees with a disability	
					Percent of employees from an ethnic minority	
		Ensure good practice in recruitment and selection processes, including provision of training for Managers. Monitor and report through Annual Monitoring Report	Human Resources Manager	on-going	as above	Completed and ongoing
		Participate in the 'Two Ticks' (Positive about disability) scheme	Human Resources Manager	on-going	as above	Completed and ongoing
		Provide information in alternative formats as required	Human Resources Manager	on-going	as above	Completed and ongoing