

Cambridgeshire and Peterborough Fire
Authority

Single Equality Scheme 2008 -11

Valuing Diversity – Making a Difference

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EQUALITY AND DIVERSITY IN CAMBRIDGESHIRE FIRE AND RESCUE SERVICE (CFRS)

Introduction

This Single Equality Scheme (SES) sets out our plans for the next three years to achieve our equality and diversity objectives and to meet our general and specific equality duties under current equality legislation. It brings together the action plans from previous race and disability schemes and identifies further actions required to meet the needs of those previously or potentially disadvantaged on grounds of gender, transgender, age, religion and belief and sexual orientation.

It takes account of the Service priorities over the next three years as set out in the Fire Authority Plan, Service Improvement Plans, the national strategy for equality and diversity and our current self-assessment against the Equality Standard for local government Equality Standard.

Equality and Diversity Defined

Equality

This describes the principle that everyone should have equal opportunity in education, employment and training. It also describes the right of everyone to have equal access to goods and services. Equality is backed by legislation to prevent discrimination and to promote equality, particularly on grounds of age, gender, transgender, race, sexual orientation, religion and belief or disability. For some people, protection from unfair discrimination became legal rights in the 1970s but for others this has only become a reality in the last few years.

Diversity

People are not alike. Everyone is different. Diversity describes the differences between people in terms of their characteristics – culture, personality, work-style - as well as the characteristics protected under legislation. Communities and organisations typically bring together people with diverse backgrounds, beliefs, needs and expectations. Valuing and managing that diversity means understanding their similarities and differences and responding to them in a way that makes them feel included, valued and motivated.

Background to Equality and Diversity in the Fire and Rescue Service

2001 – CFRS First Equality and Diversity Strategy

The strategy detailed our plans for developing a culture of fairness that would promote equality of opportunity in service delivery, recruitment, training, promotion and all other aspects of employment.

Equality and Diversity Service Advisory Group was set up to progress the objectives laid out in the strategy.

2004/5 - Race Equality Scheme

This set out our plans to promote race equality as described in the Race Relations (Amendment) Act 2000. This Act resulted from the Macpherson Report and strengthened race relations legislation. It gave public authorities, including fire authorities, a duty to positively promote race equality and so make racial equality a reality. In CFRS work to achieve those plans has been ongoing from 2005 to the present.

2005 - Diversity Steering Group

Established to ensure race equality action plans were implemented throughout the Service, taking advice from Equality and Diversity Service Advisory Group.

2006 - Age Equality

Employment and retirement policies and procedures were reviewed and amended in light of Employment Equality (Age) Regulations 2006

2006 - Disability Equality Scheme

This set out our plans for securing equality for those with disabilities – both in service provision and access and in employment. This was in response to the Disability Discrimination Act 2005 which strengthened legislation to promote equality for people with disabilities. Work to achieve those plans was timetabled to 2009 and continues.

2007 – Policy Review

Fairness at Work and Dignity at Work policies were reviewed and replaced with three new policies:

- Equality and Diversity Policy
- Prevention of Bullying and Harassment
- Disability Equality Policy

2007 - Single Equality Scheme

In response to increasing legislation and the merging of equality commissions into one Equality and Human Rights Commission, a Single Equality Scheme has been developed and includes our Corporate Equality Plan and Equality and Diversity Policy.

Legal Framework

Our plans for achieving equality and improving the management of diversity will take account of existing equality legislation, future amendments, corresponding codes of practice and case law. The Authority recognises its responsibilities in complying with equality legislation and is committed to ensuring that our local plans, priorities and the resources assigned to achieving them take due account of relevant legislation including :

Equal Pay Act 1970, 1975 and Amendment 1984
Rehabilitation of Offenders Act 1974
Sex Discrimination Act 1975, 1979 and Amendment 1986
Race Relations Act 1976, Amendment 2000, Amendment Regulations 2003
Disability Discrimination Act 1995, Amendment 2005
Protection from Harassment Act 1997
Human Rights Act 1998
Sex Discrimination (Gender Reassignment) Regulations 1999
Part –Time workers 2000
Employment equality (Sexual Orientation) Regulations 2003
Gender Recognition Act 2004
Employment Equality (Age) Regulations 2006
Equality Act 2006
Work and Parents Act 2006

CAMBRIDGESHIRE AND PETERBOROUGH PROFILE

Our Community – Cambridgeshire

Cambridgeshire consists of a city and 4 rural districts with a total population of 553, 000 in the 2001 census. It is one of the fastest growing areas of the country and the projected population for 2012 is 629,900.

The ethnicity of Cambridgeshire's population varies considerably across the local authority boundaries. The county as a whole has a non-white population of 4%, with an estimated 1% of Cambridgeshire's population belonging to Gypsy or Traveller communities making this the largest single minority group overall in the county.

Cambridge City has a black and minority ethnic (BME) population of 10.6% with the largest minority ethnic groups being Asian (3.7%) and Chinese communities (2.1%). In Fenland, BME residents account for 1.4% of the population while in East Cambridgeshire, Huntingdonshire and South Cambridgeshire, between 2.1% and 2.9% of the population are from BME groups.

In May 2004 the European Union was enlarged by the accession of eight eastern and central European countries. Significant numbers from these countries have come to work in Cambridgeshire and the numbers of overseas nationals applying for National Insurance numbers has doubled in the last four years. The largest number of economic migrants will still be found in the city of Cambridge but other parts of the county – Fenland, East Cambridgeshire and most recently Huntingdonshire - have all seen large increases. .

The majority of the Cambridgeshire population state their religion as being Christian (71.5%) with 18% having no religion and other religions each making up less than 1% of the population.

The age distribution in the county is broadly consistent with that for the country as a whole. While the potential for discrimination exists at any age there is evidence that those over 65 are most vulnerable to discrimination and a lack of equal opportunity. 15% of the population are in this age group compared to 18% for the country as a whole.

15% of Cambridgeshire residents have a limiting long term illness or disability.

Our Community – Peterborough

Population estimates show that Peterborough's population has grown from 157,400 in 2001 to 166,000 in 2006 – a 5.5% increase. The city has long been home to a very diverse community and the 2001 census found that 10.3% of the city's population classified themselves as being from a BME (black or minority ethnic group) group. It is now estimated to be around 14%.

Since 2004 a significant number of migrant workers have arrived from eastern European countries. Existing data sources, including Worker Registration Scheme, National Insurance Number registrations and GP registrations show that people from eastern Europe now form the largest group migrating into Peterborough with those from Poland, Lithuania, Slovakia

and the Czech republic particularly numerous. Levels of migration into Peterborough from the rest of the world appear to remain fairly low and have been stable or shown slight decline between 2001 and 2006.

“New Link”, Peterborough’s Asylum and Migration Service estimates around 10,000 visitors from a total of 56 nationalities and speaking 79 languages visit their centre annually. Despite the impact of EU migration, people born in Asia (particularly Pakistan) still form the largest group of residents born outside the UK.

The majority of the population (68%) states their religion as Christian; 16% have no religion and 6% are Muslim. All other religions each make up less than 1% of the population.

Like Cambridgeshire the age distribution is consistent with that for the rest of the country with a slightly lower percentage (14%) in the 65 and over group than for England as a whole (18%).

17% of residents have a limiting long term illness.

UK national census does not collect data on sexual orientation so there is no accurate information on the number of lesbian women, bisexual people or gay men in the Cambridgeshire and Peterborough. Stonewall the national support group for equality for lesbian, gay, bisexual and transgender people advise that a figure between 5 - 7% of the population is a reasonable estimate.

Our Fire and Rescue Service

CFRS employs 819 staff (30/9/07) as follows.

Gender Distribution

Functional Group	Men	Women	Total
Control Room Staff	1 (3%)	29 (97%)	30
Retained Duty System Operational Staff	354 (96%)	15 (4%)	369
Support Staff	67 (49%)	71 (51%)	138
Whole time Operational Staff	272 (96%)	10 (4%)	282
Total staff	694 (85%)	125 (15%)	819

Ethnic Distribution

Functional Group	White	Mixed	Asian or Asian British	Black or Black British	Chinese or Other	Total BME	Total staff
Control Room Staff	30 (100%)	0	0	0	0	0	30
Retained Duty System Operational Staff	368 (99.7%)	0	1	0	0	1 (0.3%)	369
Support Staff	134 (97%)	1	3	0	0	4 (3%)	138
Whole time Operational Staff	271 (96%)	8	1	1	1	11 (4%)	282
Total staff	803 (98%)	9	5	1	1	16 (2%)	819

Both women and people from BME groups are under-represented in the operational staff groups. Men are under-represented among Control Room staff and BME groups are also underrepresented in support group staff.

Achieving a representative workforce over time is one of our nine main goals and we will establish targets for recruitment, selection, retention and progression to support our activities in this area. Progress against these targets, taking into account age, religion, disability and sexual orientation of staff where declared, will be reported quarterly to Senior Management Team and annually to the Fire Authority.

OUR APPROACH

Our approach in the last 2-3 years has moved from preventing unfair discrimination where it was most obvious - against disadvantaged, and often minority groups - to focussing on active promotion of equality based on better understanding of differences between people and guided by equality legislation.

Over the next three years we plan to continue both approaches, acknowledging that there is still much to do to promote equality for groups which are disadvantaged or excluded in some circumstances, but accepting that equality and diversity is about inclusion and that everyone has an entitlement to equal and human rights. These issues affect everyone and in turn everyone has a role to play to ensure this organisation is an exemplary one in the way it treats its community, staff and partners.

This equality scheme sets out our plans over the next three years for doing this and for making equality and valuing the diversity of our workforce and community a reality.

Values

We are committed to the values of the National Fire and Rescue Service and intend that these will be clearly reflected in the way CFRS does business and in the way our staff conduct themselves. These values will underpin our work to achieve our equality and diversity goals. The Authority recognises diversity and actively promotes equality and fairness within all the environments in which it operates. This is achieved by:

- Recognising, respecting and listening to the varied needs of our communities and staff
- Providing different solutions for different needs and requirements
- Valuing and encouraging better understanding of people's differences and things we have in common
- Treating everyone with dignity and respect
- Challenging prejudice and discrimination
- Fostering an inclusive and trusting culture
- Ensuring employment practices are fair and non-discriminatory.

Engagement & Consultation

One of the Authority's key priorities is to work in consultation with our employees, partners and local community to develop and provide a service that effectively communicates and delivers fire safety awareness.

In developing earlier equality action plans, we have tried a number of approaches to engagement and consultation and aim to build on those which

have appeared most successful. Face to face meetings to discuss and seek the views of those who have experience in a particular area at an early stage has resulted in refreshing and realistic contributions from both staff and community. This approach has shown us how valuable the opinions of our staff and community are. It is a model we want to build and improve on for 2008/11.

Core business

The bottom line of this equality scheme and action plan is that it will improve the organisation's ability to deliver services to all parts of the community and that ultimately we will reduce the occurrence and risk in the community from fire and other hazards.

This will only happen when all parts of the organisation understand and grasp responsibility for achieving equality and diversity objectives. It is a fundamental part of this scheme that every part of the organisation understands its equality objectives, targets and how they are to be achieved.

Equality Impact Assessment

Our Race and Disability Equality Schemes introduced the concept of equality impact assessment to the review and development of our policies, plans procedures and practices. This process ensures a thorough review of both existing and proposed policies and practices to ensure they do not have an adverse impact on a particular equality group. Our impact assessment procedures include all equality strands including age, religion and belief, sexual orientation and gender.

Assessing Existing Policies, Plans, Procedures and Practices

All policies, plans, procedures and practices identified as having relevance for one or more of the equality groups will be initially assessed to ensure there is no adverse impact on any particular group. If the initial assessment suggests this may be the case a full assessment must be carried out. This should include an assessment of the evidence and consultation with relevant stakeholders on the options for change.

A review of the relevance of our functions and policies for each equality group will be carried out every three years.

Assessing Proposed Policies, Plans, Procedures and Practices

All new policies, plans and procedures will be assessed during their development to ensure there is no potential for them to adversely impact on any particular equality. Groups affected by the policies (i.e. public, partners and staff) will be consulted over the impact of policies relevant to them. Impact assessment reports will form part of policy proposals to Senior Management Team and the Fire Authority.

Where there is insufficient data to assess whether there is likely to be any adverse impact, a monitoring system must be established to provide relevant data in the future.

Capacity to Deliver

We believe this equality scheme provides a structured approach to planning, communicating and therefore achieving, our equality objectives. This will allow us to quickly identify the resources needed to implement our plans at an early stage and ensure that the appropriate priority is given to equality and diversity.

The Senior Management Team is responsible for ensuring there is sufficient resource to achieve our equality and diversity objectives as advised by the Diversity Steering Group. Implementation of the equality plans will be co-ordinated with corporate programme management processes to ensure impact on other projects is highlighted and resources appropriately prioritised.

Standards

We have adopted the Equality Standard for local government to support the achievement of our equality objectives. This provides a framework for building equality into every aspect of service delivery, business planning, policy development and employment. It provides a common approach for dealing with disadvantage and discrimination and accommodates all six equality strands and relevant legislation. The Standard comprises 5 levels of achievement:

- Level 1 - Commitment to a Comprehensive Equality Policy
- Level 2 - Assessment and consultation
- Level 3 - Setting equality objectives and targets
- Level 4 - Information systems and monitoring against targets
- Level 5 - Achieving and reviewing outcomes

The Standard also arranges activities into 4 priority areas:

- Leadership and Corporate Commitment
- Consultation, Community Development and Scrutiny
- Service Delivery and Customer Care
- Employment and Training

The Authority has set the target of achieving level 3 in 2007/08 and level 4 by 2009/10.

EQUALITY OUTCOMES

Planning and Providing Services

We want to ensure that everyone in our community can fully access and benefit from fire and rescue services. We want them to be involved in planning how we deliver those services and we want to listen to what they have to tell us. We are committed to considering diverse needs and requirements in planning, resourcing and prioritising our services. We want to work effectively with our partners in organisations and as individuals to meet the needs of our communities.

Employment

We want to ensure our staff members are able to work in an environment where they are valued, supported and treated with respect and dignity. We want to encourage job applicants from all parts of society and select, develop and retain staff on merit, ensuring all our employment practices and processes are free from potential discrimination.

Procurement

The Authority recognises the positive influence our commitment to equality and diversity can have on external commercial providers, through our procurement processes. CFRS is required to take all reasonable steps to make sure that where goods and services are being delivered through an external provider on our behalf, that they meet the same equality standards that we would expect to meet if we provided that service ourselves.

Existing procurement procedures, including tendering and contracting processes, reflect these requirements with respect to race, disability and gender equality. We want to continue to improve these processes to include sexual orientation and religion.

We want to ensure our contractors, suppliers and partners are aware of our position on equality and are clear about their obligation to provide services that are free from discrimination, harassment and victimisation.

We want to ensure that contractors are representative of the local population or of the area from which the businesses are drawn.

Partnership

We work closely with a range of partners in the public, private and voluntary sectors in the delivery of our services and in employment. We believe we can achieve better outcomes for our communities by working together and want to ensure all our partners understand our position on equality and that this is reflected in all agreements on collaborative working.

OUR EQUALITY AND DIVERSITY GOALS

To achieve our equality objectives, nine areas of work have been identified as priorities. These link to the Fire Authority's present plans and are consistent with national direction from government. Some concern the community we serve; others our employees and fairness in employment. These areas of work are described as "goals" and each has a number of objectives to achieve them. Our Diversity Steering Group is responsible for ensuring that these objectives are met by appropriate members of staff within the agreed timescales. Our nine equality and diversity "goals" for the next 3 years are:

- **Delivering Effective Services Fairly**

We will identify and remove any potential discrimination in business planning, resourcing and providing services. We will do this by monitoring the impact our policies and practices have on our community, staff and partners and take steps to address any patterns of inequality.

- **Planning to Meet Local Needs**

We will make sure our fire and rescue services are planned and delivered to accommodate different needs in the community. We will do this by assessing the impact of proposed plans, policies and practices to ensure they promote equality, community cohesion and do not exclude or disadvantage people on grounds of gender, ethnicity, nationality or colour, disability, religion or belief, age or sexual orientation.

- **Working Together**

We will explore new ways of consulting and engaging with employees, members of the public and representative organisations so we can respond more effectively to their needs and they, in turn, can gain a better understanding of the modern Fire and Rescue Service.

- **Being Accountable**

We will make sure that each part of our Service has specific responsibilities for progressing equality plans and promoting and valuing diversity.

- **Improving Workplace Culture**

We will continue to develop an open and trusting culture where employees feel valued, are able to give of their best and treat others with respect.

- **Becoming a "preferred" employer**

We will continue to develop good practice employment policies and procedures, ensuring no adverse equality impact for any employee group.

- **Reflecting our Community**

We have a guiding principle to achieve a workforce that is representative of the communities in Peterborough and Cambridgeshire

- **Developing our Staff**

We will make sure staff training and development provides the skills and knowledge required to deal with members of the public in an increasingly diverse community.

- **Reporting and Audit**

We will make sure systems for reporting and auditing are in place so that we may be held accountable by staff and community, measure progress, and make continuous improvement.

Equality Strands

In addition, across the six equality strands we have identified a number of priority outcomes;

Age

- Recognition and challenge of stereotypes and assumptions about youth and age, particularly where these relate to job-related skills and abilities.
- Impact of services aimed at specific age groups assessed to ensure resources are aimed where the need/risk is greatest.

Disability

- Audit of the accessibility of CFRS premises and services.
- Evaluation of work placement scheme with Papworth Trust to support return to work for people with disability.
- Raised awareness of staff about nature of disability and value of diversity in this area.
- Accurate collection of data about the risk of fire and other hazards to people with a disability.
- Increased confidence of disabled staff to seek support from Occupational Health, managers, support groups and HR as appropriate.
- Achieve “Positive about Disability” status administered by Job Centre

Gender

- Address the under-representation of women in operational fire fighting roles and in management positions through appropriate and effective positive action.
- Set and aim for appropriate targets on attraction, recruitment, retention and progression of women throughout the organisation.
- Challenge gender stereotypes in our work with schools, colleges and young people.
- Ensure through a comprehensive equal pay audit that any pay gaps attributable to gender are identified and closed.
- Challenge gender stereotyping and deal appropriately with harassment and bullying on grounds of gender or transgender.
- Support to prevent discrimination against transgender people who may have undergone or are about to undergo gender reassignment.

Race, Ethnicity and Nationality

- Continue to identify and reduce barriers posed by different cultures, customs, and languages.
- Build and strengthen partnerships with community groups and other relevant organisations to improve engagement with black and minority ethnic (BME) and other minority communities
- Develop skills and knowledge of staff to improve their understanding of the needs of relevant minority groups in the community and minority colleagues and job applicants.
- Attract a higher proportion of minority applicants to roles where they are under-represented in CFRS.

Religion and Belief

- Proactively encourage staff to acquire the skills and knowledge required to ensure they understand and are sensitive to differing faiths and beliefs when delivering services to members of the public and when managing or working with colleagues.
- Meet the needs of different faith groups in the working environment.
- Support for staff members to prevent discrimination on grounds of religion or belief in the workplace and in the community.
- Introduce monitoring on religion or belief in partnership with Trade Unions.

Sexual Orientation

- Support to prevent discrimination against lesbian, gay, and bisexual (LGB) people both in the workplace and in the community
- Develop understanding of staff on issues that affect LGB colleagues.
- Introduce monitoring on sexual orientation in partnership with Trade Unions.
- Establish support network for LGB staff.

Appendix 1

Corporate Equality Action Plan 2008/11

We plan to achieve the above goals through the following action plan.

Equality & Diversity Goal	Objectives	Responsibility	Target Dates
1. Identify and remove any potential discrimination in planning and providing services.	1.1 Develop monitoring processes to measure access to, and impact of, our services on different groups in community.	Head of Community Risk Reduction Group	Sept 08
	1.2 Assess existing policies, procedures and practices for adverse impact.	District Managers Heads of Group	Mar 09
	1.3 Establish quality assurance systems to ensure impact assessments are realistic and robust.	Diversity Adviser	Apr 08
2. Plan and deliver fire and rescue services to accommodate all local communities; assess the impact of proposed plans, policies and practices on different groups to ensure no-one is excluded or disadvantaged.	2.1 Ensure proposed policies/plans are impact assessed, and consultation and monitoring outcomes appropriately recorded and reported.	Directors Heads of Groups /District Managers	Ongoing from Apr 08
	2.2 Make sure impact assessments are available for public scrutiny.	Diversity Adviser /Website Coordinator	Jun 08
	2.3 Continue to establish systems for collecting and analysing the take-up, effectiveness and value of services to identify any differential impact to previously disadvantaged, excluded or vulnerable groups in the community.	Head of Community Risk Reduction Group	Apr 08 – Mar 09
3. Explore new ways of consulting and engaging with members of the public and representative organisations to respond more effectively to their needs and so they can gain a better understanding of the modern Fire and Rescue Service	3.1 Establish effective strategy for public consultation and engagement.	Head of Media and Communication	Apr 08 – Sept 08
	3.2 Identify ways of working with partners and/or relevant stakeholders to enable joint approaches to engagement and consultation with community over service delivery plans.	District Managers	Apr 08 – Sept 08
4. Each part of our Service to have specific responsibilities for progressing equality plans so that promoting and valuing diversity becomes embedded throughout the organization.	4.1 Develop, consult on and communicate a comprehensive policy that commits all parts of the Service to achieving equality and diversity.	Diversity Adviser	Apr 08 – Jun 08
	4.2 Develop Single Equality Scheme and progress associated action plans to implement equality and diversity policy and comply with legislation.	Diversity Adviser and Diversity Steering Group	Apr 08 implemented during Apr 08 – Mar 11

	<p>4.3 Source and co-ordinate relevant training and development for managers to enable them to achieve equality and diversity objectives.</p> <p>4.4 Identify & provide relevant training and development to Authority members to enable them to monitor and audit equality and diversity progress and set future objectives.</p> <p>4.5 Continue communications plan to effectively promote equality, diversity and community cohesion as a core part of service planning, delivery and employment.</p> <p>4.6 Each directorate, district and group to set realistic equality objectives, with clear accountabilities and performance indicators consistent with corporate equality plan.</p> <p>4.7 Each individual to have annual performance appraisal with assessment against equality objective.</p> <p>4.8 Review procurement and partnership processes to make sure they reflect all equality criteria.</p> <p>4.9 Maintain systems to evidence and evaluate progress in achieving equality and diversity objectives consistent with Equality Standard for local government and external audits.</p> <p>4.10 Ensure sufficient resources are allocated to meet equality and diversity objectives.</p>	<p>Diversity Adviser/Learning and Development Manager</p> <p>Democratic Services Manager</p> <p>Diversity Adviser</p> <p>Senior Management Team</p> <p>Line Managers FA Members</p> <p>Procurement Manager & Director Community Safety</p> <p>Diversity Adviser</p> <p>Senior Management Team</p>	<p>Apr 08 - Mar 10</p> <p>Jul 08</p> <p>Apr 08- Mar 11</p> <p>Apr 08 - Mar 11</p> <p>Apr 08 – Mar 11</p> <p>Jun 08</p> <p>Apr 08- Mar 11</p> <p>Apr 08 – Mar 11</p>
<p>5. We will continue to develop an open and trusting culture where all workers feel valued and able to give of their best.</p>	<p>5.1 Identify and meet training needs of workgroups on understanding prejudice, bullying and harassment.</p> <p>5.2 Develop and implement plans to promote national Fire Service Core Values throughout the organisation.</p> <p>5.3 Establish appropriate support networks for groups of staff.</p> <p>5.4 Source and co-ordinate role specific training, where needed, for staff and managers on conduct at work, bullying and harassment, handling discipline and grievance cases.</p> <p>5.5 Source and co-ordinate awareness training, based on needs analysis, on specific diversity issues (e.g. sexual orientation, race and culture, religious beliefs, gender, age, disability).</p>	<p>Line Managers</p> <p>Head of Organisational Management Group</p> <p>Diversity Service Advisory Group and Representative Bodies</p> <p>Learning and Development Mgr /Diversity Adviser</p> <p>Diversity Adviser</p>	<p>Apr 08 – Mar 11</p> <p>Apr 08 – Mar 09</p> <p>Apr 08 – Mar 11</p> <p>Apr 08 – Mar 11</p> <p>Apr 08 – Mar 11</p>

	<p>5.6 Provide effective informal and formal procedures for dealing with bullying or harassment incidents and monitor incidence.</p> <p>5.7 Continue to monitor incidence of grievance and discipline issues that address complaints of unfair treatment.</p>	<p>Head of Organisational Management Group</p> <p>Head of Organisational Management Group</p>	<p>Apr 08 – Mar 11</p> <p>Apr 08 – Mar 11</p>
<p>6. Continue to develop good practice employment policies and procedures, ensuring no adverse equality impact for any employee group.</p>	<p>6.1 Review national recruitment and selection processes to ensure they reflect good practice, are non-discriminatory and monitor their impact on all groups of potential applicants.</p> <p>6.2 Review terms and conditions of employment to ensure, as far as possible, that these do not unjustifiably disadvantage specific groups of staff.</p> <p>6.3 Develop equal pay policy and conduct equal pay audit to identify and tackle any pay gaps attributable to gender.</p> <p>6.4 Review access to training and development opportunities and arrangement/conduct of training courses to ensure there is no unjustifiable disadvantage to specific groups of staff.</p> <p>6.5 Ensure disciplinary, grievance, capability procedures reflect good practice and are free from unfair discrimination.</p> <p>6.7 Ensure performance management process is transparently fair, competence based and evidenced.</p> <p>6.8 Ensure consultation with Trade Unions is conducted with due regard to organisational values and a joint approach to improving diversity.</p> <p>6.9 Ensure effective systems for monitoring employee and recruitment diversity profile, including introduction of monitoring sexual orientation.</p> <p>6.10 Continue to develop flexible working practices to support staff in achieving a work/life balance.</p> <p>6.11 Achieve “Positive about Disability” status award as administered by Jobcentre.</p>	<p>Head of Organisational Management Group</p> <p>Head of Organisational Management Group</p> <p>Head of Organisational Management Group</p> <p>Head of Organisational Management Group</p> <p>Head of Organisational Management Group</p> <p>Head of Organisational Management Group</p> <p>Head of Organisational Management Group</p> <p>Head of Organisational Management Group</p> <p>Head of Organisational Management Group</p> <p>Head of Organisational Management Group</p>	<p>Apr 08 – Mar 11</p> <p>Apr 08 – Mar 11</p> <p>Apr 08 – Mar 11</p> <p>Apr 08 – Mar 11</p> <p>Apr 08 – Mar 11</p> <p>Apr 08 – Mar 11</p> <p>Apr 08 – Mar 11</p> <p>Apr 08 – Mar 11</p> <p>Apr 08 – Mar 11</p> <p>Apr 08</p>

7. Achieve a workforce that is representative of the communities in Peterborough and Cambridgeshire	7.1 Review recruitment advertising processes to ensure job opportunities are communicated to all groups within the community, taking account of different methods of getting and understanding information.	Head of Organisational Management Group	Apr 08 – Mar 10
	7.2 Maximise the use of positive action by measuring and evaluating outcomes of positive action initiatives.	Diversity Adviser	Apr 09 – Mar 10
	7.3 Contribute to regional and county positive action initiatives in conjunction with partners.	Diversity Adviser ; District Managers	Apr 08 – Mar 10
	7.4 Improve understanding of and increase support for positive action through tailored communication and local involvement.	Diversity Adviser & Line Managers	Apr 08 – Mar 09
	7.5 Identify and meet training needs for staff/managers, responsible for selecting staff, in assessment, interview and scoring techniques, and E&D in general.	Line Managers	Apr 08 – Mar 10
8. Staff training and development will provide the skills and knowledge required to relate to members of the public with particular needs (e.g. because of religion, race or cultural background, gender, age, sexual orientation or disability).	8.1 Identify training needs of staff in contact with public, relevant to their local community.	Line Managers	Apr 08 – Mar 09
	8.2 Consult staff (& representative bodies) on training priorities and delivery methods.	Line Managers	Apr 08- Mar 09
	8.3 Source and co-ordinate appropriate awareness training.	Line Managers	Apr 08 – Mar 09
	8.4 Ensure learning is assessed, evaluated and recorded systematically.	Line Managers	Apr 08 – Mar 09
	8.5 Ensure training and development requirements are linked to specific roles and embedded in integrated personal development system	Learning and Development Manager	April 08 – Mar 09
9. Systems for monitoring, reporting and audit to be improved to enable progress to be measured and continuous improvement made.	9.1 Ensure diversity initiatives and training interventions are evaluated and results of evaluation used to inform next steps.	Diversity Adviser	Apr 08 – Mar 11
	9.2 Extend workforce diversity monitoring to include sexual orientation, disability and religion/belief and establish systems to interpret data regularly, using it to inform strategy and policies.	Diversity Adviser & Head of Groups	Apr 08 – Mar 11
	9.3 Demonstrate level of achievement against this plan using equality standard for local government.	Diversity Adviser	Apr 08 – Mar 11
	9.4 Develop, publish and make available annual report on achievement of equality objectives.	Diversity Adviser	Annually commencing April 08