

<b>SECTION 1 LEADERSHIP AND CORPORATE COMMITMENT</b>			
<b>Issue or theme</b>	<b>Action</b>	<b>Lead Department</b>	<b>Target dates</b>
Leadership/Management	<ul style="list-style-type: none"> <li>• All council managers promote equalities goals and take action to ensure equality within service areas</li> <li>• Business planning process to ensure that service plans set equality objectives from the outcomes of Equality Impact Assessments</li> <li>• Guidance and support to be provided to managers on the equalities requirement of the team planning process.</li> </ul>	All Directors  Strategy & Governance	2008-2011  September 2008

<b>SECTION 2 COMMUNITY DEVELOPMENT &amp; ACCOUNTABILITY</b>			
<b>Issue or theme</b>	<b>Action</b>	<b>Lead Department</b>	<b>Target dates</b>
Stronger partnership working with minority communities	<ul style="list-style-type: none"> <li>• To continue to support community cohesion events such as Black History Month with Equalities &amp; Inclusion Budget</li> <li>• Undertake an Equality Impact Assessment process as part of the development of the Community Engagement Framework to ensure our new approach</li> </ul>	Strategy & Governance  Strategy & Governance	Publicity September 2008  December 2008

<p>Working with key partners across the city</p> <p>Communication</p>	<p>addresses needs of minority communities</p> <ul style="list-style-type: none"> <li>• The development of the new City Inclusion Partnership (CIP) as a partnership within the 2020 Community Partnership to tackle equalities and inclusion citywide</li> <li>• Ensure strong BME community consultation as part of the City Inclusion Partnership</li> <li>• To ensure our citizens and staff understand the council's priorities and objectives regarding equality and inclusion using the council's website (to include why we undertake service monitoring)</li> <li>• Improve internal and external communication approaches via new Communication Strategy</li> </ul>	<p>Strategy &amp; Governance</p> <p>Strategy &amp; Governance</p> <p>Strategy &amp; Governance</p>	<p>CIP to be formally approved as a LSP partnership by Sept 2009</p> <p>September – December 2008 and ongoing</p> <p>December 2008</p>
<p>Engagement and consultation with disabled people</p>	<ul style="list-style-type: none"> <li>• Establish mechanisms for involvement and consultation with disabled people in partnership with the PCT and the Federation of Disabled People. And with children and young people with a disability and their parents and carers in a partnership between the CYPT, the PCT and aMaze.</li> </ul>	<p>Strategy &amp; Governance</p> <p>CYPT</p>	<p>December 2008</p>

<b>SECTION 3 SERVICE DELIVERY AND CUSTOMER CARE</b>			
<b>Issue or Theme</b>	<b>Action</b>	<b>Lead Department</b>	<b>Target Dates</b>
Equality Impact Assessment process	<ul style="list-style-type: none"> <li>Equality Impact Assessments to be undertaken in line with corporate timetable and for all new policies</li> <li>EIA process must consider all equality strands and consider poverty and deprivation issues</li> <li>Summary results to be publicised on the Intranet and in hard copy on request</li> </ul>	All directorates	2008-2011
Effective Monitoring of services	<ul style="list-style-type: none"> <li>Business planning process to ensure that divisional/team plans set equality objectives from the outcomes of Equality Impact Assessments</li> <li>Monitoring processes to be agreed by service areas following the corporate monitoring guidelines               <ul style="list-style-type: none"> <li>Service areas to publish their monitoring processes and rationale</li> <li>Key services areas required to develop monitoring of disability include:-</li> <li>Services for Children and Young People</li> <li>Arts &amp; Leisure</li> <li>Community Safety</li> <li>Housing</li> <li>Planning</li> <li>Regeneration</li> </ul> </li> </ul>	All directorates	March 2009
		Children and Young People's Trust Cultural Services Environment Adult Social Care & Housing	In line with EIA timetable
Procurement	<ul style="list-style-type: none"> <li>Ensure that contractors comply with the council's equality</li> </ul>	All directorates	Ongoing in

	<p>and inclusion policies</p> <ul style="list-style-type: none"> <li>• Ensure monitoring systems are used to provide evidence that contractors have equalities policies and that their staff are trained in equalities.</li> <li>• Corporate Procurement to survey all contractors regularly. Monitoring data will be collated, analysed and reported to F&amp;R DMT.</li> <li>• Areas for future action will be identified via this process and the annual review of the Corporate Procurement EIA.</li> <li>• Complaints monitoring report to all Directorates quarterly to feed into EIA processes and to TMT to highlight council-wide issues</li> </ul>	All directorates	line with contract arrangements
Satisfaction & Complaints		Finance and Resources	June 2008
		Finance and Resources	Annually
		Strategy & Governance	September, November, February, June annually
Access to services	<ul style="list-style-type: none"> <li>• Make council buildings accessible against BV156 through the council's capital programme commitments <ul style="list-style-type: none"> <li>○ Currently 65% of council buildings are accessible on course for achieving future targets</li> </ul> </li> </ul>	Finance & Resources	March 09 – 70% March 10 – 75%

<b>SERVICE DELIVERY AND CUSTOMER CARE: Directorate Actions</b>			
<b>Directorate</b>	<b>Action</b>	<b>Service Area</b>	<b>Target dates</b>
<b>Cultural Services</b>			
	<p>Cultural Service audit identifies disability equality as a high priority in the areas of:</p> <ul style="list-style-type: none"> <li>▪ Economic development</li> <li>▪ Tourism</li> <li>▪ Major projects</li> <li>▪ Disability information and guide for the City</li> <li>▪ New King Alfred Sports Centre</li> <li>▪ Libraries</li> <li>▪ Museums</li> <li>▪ Voluntary sector and external funding</li> </ul>	All	2006-2009
	<p>To promote services across equality strands to encourage take up from underrepresented groups</p> <ul style="list-style-type: none"> <li>○ Libraries promoting "Year of Reading" – to all</li> <li>○ Libraries working to make membership process accessible to all</li> <li>○ Ongoing work in libraries service to promote links with local community groups through exhibitions including BME &amp; LGBT</li> <li>○ Arts and creative industries – looking at ways of engaging excluded people in the cultural life of the city</li> <li>○ Plans in place to fund/support arts projects initiated by BME groups in the city.</li> </ul>	All	2009

Directorate	Action	Service Area	Target dates
<b>Environment</b>			
	Audit identifies disability equality as a high priority in the areas of <ul style="list-style-type: none"> <li>○ Public transport, taxis</li> <li>○ Planning</li> <li>○ Highways maintenance</li> <li>○ Sport and recreation</li> </ul>	All	2006-2009
	Work in partnership with train operators towards 'Secure Station' accreditation for the remaining station in the city  Ensure that all safety audits carried out at the city's 26 priority road accident 'blackspots' include an accessibility and visibility assessment  Continue work to ensure that more bus stops are accessible to people with pushchairs and wheelchairs	Sustainable Transport  Sustainable Transport	March 2011  In accordance with LTP 2006 – 2011
	Review council policy and procedures regarding street and pavement furniture in light of the DDA. Review to include all stakeholders including disabled people.  The street cleaning contract to take into account disability issues and to give greater focus to impact on disabled people of street cleaning.  Work to improve parks and open spaces in the city	Highways  City Services  City Services	July 2008   September 2008

<p>To continue to develop community based sport and physical activity across the city to create ongoing opportunities for residents</p> <ul style="list-style-type: none"> <li>○ Girls football in Hollingdean</li> <li>○ "Girls Getting Active Day"</li> <li>○ Support County Cricket Board's development plan for disability cricket</li> <li>○ Buggy Healthwalks planned for women with post natal depression</li> <li>○ Develop links with BLAGGS in development of LGBT Sports Society publication and provide support to LGBT sport groups and societies.</li> <li>○ Work with BMEYPP to link local BME people with training opportunities, volunteer opportunities and courses.</li> </ul> <p>To continue to provide training programmes for individuals and clubs:</p> <ul style="list-style-type: none"> <li>○ 2 x junior sports leader award courses per year</li> <li>○ 2 x young leader award courses per year in schools</li> <li>○ 2 x equity in coaching</li> <li>○ 2 x good practice and child protection courses</li> </ul>	Sports & Leisure	
<p>To continue to develop the new Community Safety, Crime Reduction and Drugs Strategy 2008-2011 which includes priorities and action plans to prevent and protect those most vulnerable to offending behaviour</p> <p>Continue to audit and analyse crime and incidents of crime and disaggregate data on evaluation or client satisfaction by gender, ethnicity, disability faith, age and sexual orientation</p> <p>Implement the Domestic Violence Service redesign to address gender equality issues and impact</p> <p>Develop action plan for transgender issues following the Count Me in Too survey data analysis and continue to support the drop in centre for transgender people</p>	Community Safety	<p>March 2011</p> <p>December 2008</p> <p>April 2010</p> <p>March 2008 and ongoing</p>

Develop action plan to address harassment and hate crime against disabled people		December 2008 and ongoing
<ul style="list-style-type: none"> <li>• Take action to increase female reporting by: <ul style="list-style-type: none"> <li>• Targeting the Chinese, Bangladesh and Sudanese Muslim communities</li> <li>• Targeting young women</li> <li>• Targeting the BME, LGBT community</li> <li>• Offer training in reporting mechanisms to BME, LGBT groups</li> </ul> </li> <li>• Reach out to the Travellers and Roma people and increase service accessibility to men, women and children from their communities</li> <li>• Scrutinise the use of interpreters and translated materials used specifically for women</li> <li>• Support refugee groups to provide social and learning experiences (ensure uptake of both genders)</li> </ul>	Community Safety	Ongoing  March 2008  Ongoing
<ul style="list-style-type: none"> <li>• Seek up to 40% affordable housing on all housing schemes of 10 or more units</li> <li>• Review of all planning applications to identify opportunities e.g. <ul style="list-style-type: none"> <li>• Contribute towards community facilities</li> <li>• Ensure access to dwelling and transport</li> <li>• Facilitate setting up in business at low cost</li> <li>• Retain local shops</li> <li>• Retrain existing community facilities</li> <li>• Support provision of childcare and nursery facilities</li> </ul> </li> </ul>	Planning	Ongoing



Directorate	Action	Service Area	Target dates
<b>Adult Social Care and Housing</b>			
	<ul style="list-style-type: none"> <li>• Divisional Equalities Statement in development to set principles for our services</li> <li>• <b>Race:</b> BME Housing Strategy in development.</li> <li>• <b>Disability:</b> Strategy Statement on Physical Disabilities incorporated in Housing Strategy and Older People's Housing Strategy. Disability of all kinds, including physical disability, learning disability and mental health issues, are also a key feature of the Supporting People and Learning Disability Housing Strategies.</li> <li>• <b>Gender and gender identity:</b> Actions from the Gender Equality Scheme have been fed into the strategic development process. Gender Identity is also a key feature of the LGBT Housing Strategy.</li> <li>• <b>Age:</b> Older People's Housing Strategy in development. Youth Homelessness Strategy developed in 2007. Supporting People Strategy links to older people's services, youth homelessness services, and action to fund LGBT support worker for young people at risk.</li> <li>• <b>Religion / Belief:</b> The BME Housing Strategy includes community safety objectives which also cover religion and belief.</li> <li>• <b>Sexual Orientation:</b> LGBT Housing Strategy in development led by LGBT Housing &amp; Support Working Group. Will build on findings of Count Me In Too housing research</li> </ul>	Housing Strategy	Spring 2009 Summer 2009 Spring 2009  Spring 2009  Spring 2009  Spring 2009
	Stakeholder Events: - <ul style="list-style-type: none"> <li>▪ Road show "events planned to promote the services available to older people and the equality practices within those services.</li> <li>▪ Stall at Pride'08</li> <li>▪ Larger engagement event during Age Concern week in Oct 08</li> </ul>	Adult Social Care	Summer 08

<ul style="list-style-type: none"> <li>▪ Longer term aim of supporting and encouraging "lay assessors" to visit older peoples services and assess their "gay friendliness", using tools such as "the whole of me resource pack". Additionally work is being undertaken to explore the development of an "equalities charter mark", combining the Supporting Peoples Equalities Framework and other related contractual arrangements</li> <li>▪ Participate in BME Carers Roadshow</li> </ul> <p><b>Personalisation</b> We are redesigning our services in Adult Social Care based around promoting independence and enabling people to have more choice and control over how their needs are met. Key positive impacts include:</p> <ul style="list-style-type: none"> <li>▪ Single access point</li> <li>▪ Person centred assessment and delivery of services</li> <li>▪ Equal access to services</li> <li>▪ Reablement model promotes user independence</li> <li>▪ Development of Self-Directed Support</li> </ul>		<p>October 2008</p>         <p>September 2008</p>
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<b>Directorate</b>	<b>Action</b>	<b>Service Area</b>	<b>Target dates</b>
<b>Finance &amp; Resources</b>			
	<p>Access to Interpreters</p> <ul style="list-style-type: none"> <li>• Ensure continued use of Sussex Interpreting Service and Language Line are used across Revenue and Benefits, City Direct and Access Services so that interpretation is available to all customers who require it.</li> </ul> <p>Prioritise the required changes to the customer service areas in Priory House with the Council's Access Manager and identify budgets and timescales for the work.</p> <p>Make City Direct a safer and more welcoming space for transgender clients by good security</p>	Customer Services	<p>Ongoing</p>         <p>September 2008</p>         <p>Ongoing</p>

<p>and safe place for interviews.</p> <ul style="list-style-type: none"> <li>○ use of the information gathered via the Count Me In Too survey and improvement of the links with local Trans community</li> <li>• Break down customer satisfaction surveys by gender, ethnicity, disability, faith, age and sexual orientation where appropriate <ul style="list-style-type: none"> <li>○ address identified gaps in the information returned and seek ways to improve customer confidence in returning monitoring information.</li> </ul> </li> </ul>		<p>September 2008</p> <p>Ongoing</p>
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Directorate	Action	Service Area	Target dates
<b>Children &amp; Young People's Trust</b>			
	<p>The Children and Young Peoples Trust has audited its services and identifies disability equality as a high priority in the areas of:</p> <ul style="list-style-type: none"> <li>• Early Years provision, including children's play</li> <li>• Services for young people, including targeted youth support and other specialist services</li> <li>• Education including access to mainstream and SEN provision</li> <li>• Trust to develop an action plan to deliver disability equality and to set standards for their service area.</li> </ul> <p>Through new leadership responsibilities for the SEN &amp; Disability Strategy 2006-10 the CYPT will raise the priority of this work and strengthen the linkage between inclusion and school improvement.</p> <p>The Disabled Children's Strategic Partnership Board will implement the CYPT Joint Commissioning Strategy for children and young people with a learning disability and/or disability including:</p>	<p>School Improvement</p> <p>Integrated disability team</p>	<p>2006-2009</p> <p>March 2010</p>

<ul style="list-style-type: none"> <li>• Achieving compliance with national service standards charter</li> <li>• Delivery of Aiming Higher Pathfinder</li> <li>• Strengthening transition to further education, training and employment and, where required, to adult services</li> </ul> <p>The CYPT will work in partnership with the PCT and NHS Provider Trusts to address:</p> <ul style="list-style-type: none"> <li>• Access to community, acute and specialist health services</li> <li>• Access to CAMHS services</li> <li>• Sustaining provision for looked after children with a disability</li> </ul> <p>Monitor the review of the Disability Discrimination Act audit &amp; action plan to promote fair access to schools and services through scheduled improvements and take up of new opportunities including the Primary Strategy for Change and Building Schools for the Future.</p>	<p>Integrated disability team</p> <p>School Support</p>	
<p>The Healthy Schools Team will:</p> <ul style="list-style-type: none"> <li>• Coordinate &amp; monitor delivery of the CYPT Partnership's anti-bullying strategies to support the equalities scheme action plan</li> <li>• Develop provision in light of the 2008 Safe at School and Tellus3 surveys</li> <li>• Continue to survey the views of children and young people</li> </ul>	<p>Healthy Schools Team</p>	
<p>In partnership with all maintained schools the CYPT will support:</p> <ul style="list-style-type: none"> <li>• Annual review of schools' Race Equality Policies</li> <li>• Completion of termly Racist Incident Reports</li> <li>• Applications by schools for Equalities Standards as part of Community Cohesion</li> </ul>	<p>School Improvement Team &amp; Partners</p> <p>Healthy Schools Team</p> <p>School</p>	<p>July 2009</p>

<p>Strategies</p> <ul style="list-style-type: none"> <li>Continued monitoring of attainment by ethnicity &amp; delivery of Ethnic Minority Achievement Services (EMAS) to support those at risk of underachieving</li> <li>Through School Admissions Fair Access Protocol and Choice Advisors to ensure access to appropriate placements for children arriving, or already resident in the city</li> <li>Support refugees and asylum seekers to gain access to services</li> </ul>	<p>Improvement Team &amp; Partners</p> <p>EMAS School Admissions Team</p> <p>16+ team</p>	
<p>The CYPT will:</p> <ul style="list-style-type: none"> <li>Continue to focus on educational achievement differentials between girls and boy including monitoring take of subject/vocational options by gender</li> <li>Work with vulnerable young women to enable them to consider life choices other than early parenthood and to foster a positive approach to parenting among young men</li> <li>Monitor the place of gender in social exclusion of young people including school attendance &amp; exclusion, take up of education, employment or training, involvement in crime and substance misuse</li> <li>Work in partnership with other agencies to improve cultural awareness of gender issues in respect of domestic violence, poverty/lone parenting and gender roles in black and minority ethnic communities</li> </ul>	<p>School Improvement Team</p> <p>Teenage Pregnancy Team &amp; Targeted Youth Support Services</p>	
<p>The CYPT will promote the participation of children and young people in decisions which affect them by:</p> <ul style="list-style-type: none"> <li>Working in partnership with community and voluntary sector organisations</li> <li>Developing the Youth Advocacy and Participation Project, including the role of the Youth Council and its links to school councils across the city</li> <li>Ensuring individual children and young people are supported to participate fully in planning their individual care including transition to adult services</li> </ul>	<p>Youth Advocacy &amp; Participation Team</p> <p>Healthy Schools Team</p>	

The CYPT will continue to promote Kinship Care arrangements when children are unable to remain with birth families especially by providing support to older relatives and grandparents when necessary	Fostering & Adoption Team	
The CYPT will work with SACRE and other organisations to address issues of religion and belief in schools and other provision including implementation of SEAL and other national training and advice materials	School Improvement Team	
The CYPT will work in partnership with other organisations, including community and voluntary sector organisations to address issues to do with sexual orientation including: <ul style="list-style-type: none"> <li>• Monitoring of the CYPT Homophobic Bullying Programme</li> <li>• Implementation of SEAL materials in schools</li> <li>• The CYPT's Workforce Development Strategy, including the recruitment of foster and adoptive parents</li> <li>• The CYPT Parent Support Strategy</li> </ul>		

#### **SECTION 4 EMPLOYMENT AND TRAINING**

<b>Issue or theme</b>	<b>Action</b>	<b>Lead Department</b>	<b>Target dates</b>
HR policies and procedures	To review all HR policies and procedures to ensure that: <ul style="list-style-type: none"> <li>• they support the creation of, and respond to the needs of, a diverse workforce</li> <li>• they reflect the values of the organisation including a just and fair culture</li> <li>• they comply with legislative and best practice requirements</li> </ul>	Strategy & Governance	October 2008

	<p>To develop a timetable for the review/development of HR policies and procedures. Priority will be given to:</p> <ul style="list-style-type: none"> <li>• Sickness Absence Management Procedure</li> <li>• Disciplinary Procedure</li> <li>• Capability Procedure</li> <li>• Grievance Procedure</li> <li>• Recruitment and Selection Policy and</li> <li>• to the development of a Dignity at Work Policy</li> </ul> <p>To complete the review of other key HR policies and procedures.</p>		<p>April 2009</p> <p>April 2010</p>
Workforce Diversity	<ul style="list-style-type: none"> <li>• Improve HR computer systems and manual processes to improve the quality of workforce data captured and improve the timeliness with which workforce data is provided to managers.</li> <li>• To develop, with the council's HR Equality Group, a joint action plan to improve recruitment, retention and career development of staff from all parts of the community</li> </ul>	Strategy & Governance	<p>April 2009</p> <p>Sept 2009</p>

Workforce Monitoring	<p>To ensure that employees are treated fairly and consistently both within, and across, service areas</p> <ul style="list-style-type: none"> <li>• With the introduction of the new HR management system to extending equalities monitoring to include: <ul style="list-style-type: none"> <li>• employee promotions</li> <li>• the application of formal HR procedures such as discipline, capability, grievance, attendance management</li> <li>• cases of bullying and harassment</li> <li>• staff leaving the council</li> </ul> </li> </ul>	Strategy & Governance	April 2010
Recruitment and retention	<p>To develop and maintain a skilled, motivated, high performing and flexible workforce that reflects at all levels within the organisation, the diversity of the city's communities</p> <p>To become the "employer of choice"</p> <ul style="list-style-type: none"> <li>• To keep the council's recruitment strategy under review to ensure that it responds to labour market and demographic trends and supports the council's objective of achieving a workforce which reflects the diversity of the community it serves</li> <li>• To continue to run innovative recruitment campaigns aimed at promoting the council as an employer of choice and increasing the diversity of the council's workforce.</li> <li>• To continue to attend national and local recruitment events</li> <li>• To continue to monitor and analyse recruitment data at key stages to: <ul style="list-style-type: none"> <li>• ensure a fair process and</li> </ul> </li> </ul>	Strategy & Governance	Ongoing



	<ul style="list-style-type: none"> <li>to identify potential barriers to employment particularly for minority or other disadvantaged groups</li> </ul>		
Recruitment and retention	<ul style="list-style-type: none"> <li>Develop the Local Employment Partnership with Jobcentre Plus to employ local people in receipt of benefits</li> <li>To continue to work in conjunction with Path National Limited to promote the positive action traineeships with the aim of increasing take-up within the council</li> <li>To improve the way in which "exit" data is collected, analysed and used to inform HR strategy</li> <li>Using the impact assessment process review our approach to recruitment and retention to develop a skilled workforce that reflects the diversity of the City's population</li> </ul>	Strategy & Governance	Ongoing  April 2009
Pay and reward	<ul style="list-style-type: none"> <li>To ensure the council has an equitable and modern pay and reward strategy that enables us to recruit and retain high calibre staff.</li> <li>To develop and implement a revised pay and reward structure which complies with requirements under equal pay and age discrimination legislation</li> </ul>	Strategy & Governance	April 2009
Training and Development	<p>Create a culture in which all employees are valued, respected and supported irrespective of their ethnicity, disability, gender, sexuality, religion/belief, age or level of seniority within the organisation.</p> <p>Ensure that managers have the knowledge, skills and confidence to manage diversity issues effectively within their teams.</p>	Strategy & Governance	April 2008 and ongoing

	<p>Develop and deliver a coaching/training programme for line managers to ensure:</p> <ul style="list-style-type: none"><li>• managers are aware of their legal responsibilities and council policy in relation to diversity and employment</li><li>• they have the knowledge, skills and confidence to take the appropriate action when dealing with diversity issues in the workplace.</li></ul> <p>Ensure staff are clear about Council Equalities &amp; Inclusion policy and expectations on them in relation to service delivery and working in diverse teams</p>		
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