

**CARLISLE
CITY COUNCIL**



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COMMUNITY OVERVIEW AND SCRUTINY PANEL

Panel Report

Public

Date of Meeting: 10th February 2011

Title: Comprehensive Equality Scheme

Report of: Policy and Performance Manager

Report reference: PPP 03/11

Summary:

The report provides the Panel with the proposed amendments to the Comprehensive Equality Scheme. The Scheme has been updated to reflect the introduction of the Equality Act and the Council's recent Diversity Peer Assessment. It also provides the Panel with the actions as a result of the Peer Assessment feedback.

Questions for / input required from Scrutiny:

1. Members are invited to consider and comment upon the proposed amendments to the Comprehensive Equality Scheme.
2. Members are invited to consider and comment on the actions.

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1. Introduction

The Comprehensive Equality Scheme was adopted by Carlisle City Council in September 2010 to ensure the Council complied with the duties of The Equality Act (2010), to reinvigorate our approach to equalities and help meet the requirements of the 'Achieving' level of the Equality Framework for Local Government (EFLG).

2. Updated Comprehensive Equality Scheme

Following the introduction of the Equality Act and the Council's successful Diversity Peer Assessment in October 2010, the Scheme has been revised and updated to reflect the most recent changes in legislation and findings from the Peer Assessment.

The updated Corporate Equality Scheme is attached as Appendix 1. A summary of the changes to the document are:

Change	Reason
Update on the Council's progress with the Equality Framework for Local Government from Developing to Achieving	The Council was assessed as Achieving in October 2010
Refreshed Procurement, Commissioning and Partnerships section	The Sustainable Procurement and Commissioning Strategy is being revised and strengthens the Council's approach to equality. This is in draft and will go to Full Council in February 2011. The section and link to the strategy can be amended to reflect that the document has been approved, when it has been agreed by Council.
Removal of the section on Socio-Economic Duty	No longer required by law
Removal of the Corporate Equality Action Plan	This is maintained and updated regularly in Covalent. The Corporate Equality Group is

(Appendix 3)	responsible for monitoring the Corporate Equality and Diversity Action Plan and general compliance with statutory duties. Progress is also reported to the Senior Management Team, the Executive Committee and the Overview and Scrutiny Committees through an annual update report.
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Further amendments to the Scheme were delegated by Full Council to the Corporate Equality Group. The Group considered the above amendments at their meeting on 26th January and referred the report to Scrutiny for their consideration. Comments from Scrutiny will be reported to the next meeting of the Group and the final document will then be published.

3. Action Plan

The draft report from Local Government Improvement and Development on the findings of the Peer Assessment included recommendations to improve the Council's approach to equalities. These were considered by the Corporate Equality Group and the outcomes will be fed into the Corporate Equality and Diversity Action Plan. The recommendations are:

1. There is a pathway service available for young people who become homeless. The Council provides support on education, learning, apprenticeships and support into employment. There is consensus that further development is needed in this area.

2. There appears to be a lack of opportunity for younger people in the organisation. Younger people are not well represented and the Council needs to develop a workforce strategy to ensure that younger people are attracted to work for local government e.g. apprenticeship schemes, review of job specifications and positive action. The Council has already pledged that the Learning and Development budget will be ring fenced to ensure they continue to 'up skill' their workforce. By

looking at apprenticeship schemes this will complement the financial constraints of the Council as well attract younger people to the Council with a view to 'growing your own'.

3. Members are provided with equality and diversity learning opportunities but these are not mandatory. The Council should consider encouraging this training for all new members including providing planned refresher sessions for existing members.

In addition to these recommendations the Corporate Equality Group will include the 'areas for consideration' within the new action plan. These areas for consideration are set out under the five performance sections of the EFLG. They have been summarised and are presented below:

Knowing your communities & equality mapping

- Improved data collection to effectively target resources within constrained budgets.
- Better identification of a broader range of diverse communities.
- Further work to engage harder to reach and vulnerable service users.

Place shaping, leadership, partnership & organisational commitment

- More consistency when providing feedback to staff.
- Improved liaison with the health sector.
- Better communication of and engagement in the Council's performance system.
- Large scale impact assessments to highlight specific area based issues.

Community engagement & satisfaction

- Improved electronic access for the hearing impaired.
- Clarify purpose of relationships with contracted third sector organisations.
- Positive recruitment from diverse communities.
- Better promotion of some services/engagement with some communities.

- Ensure all Council departments are fully engaged in corporate equality work.
- Encourage political recruitment of young people from diverse communities.

Responsive services & customer care

- Prioritise sustainable funding of community based services.
- Have regard to partners' budget constraints in deprived areas.
- Balance budgetary constraints between discretionary & statutory services.

A modern & diverse workforce

- Extend workforce monitoring to grievances; discipline and promotion.
- Improved opportunities for young people.
- Improved equalities training at both induction and refresher levels.
- Re-instate exit interviews.
- Engage all staff in corporate equality work – introduce suggestion scheme.
- Positive action on recruitment of members/employees.

The Corporate Equality and Diversity Action Plan will be ready in draft for the next Corporate Equality Group meeting on 30th March 2011.

Comprehensive Equality Scheme Carlisle City Council

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Introduction

This document sets out how the Council intends to promote equality of opportunity in all of its functions. The Scheme has been produced to reflect our ongoing commitment to equality of opportunity for all and to help the Council progress through the Government's Equality Framework for Local Government (the Framework) and deliver the Equality Act 2010.

The Scheme is a means to mitigate the institutional processes that lead to discrimination. By adopting the Scheme, Carlisle City Council will mainstream issues of equality and diversity into service delivery, procurement and employment for all aspects of our work. We are committed to providing equal access to services and employment for all people living in the District.

The Scheme is about long-term, continuous improvement, and for this reason responsibility for implementing the Scheme lies with all of the Council's elected members and officers. Our Scheme recognises the crucial importance of ensuring that the principles of equality and diversity inform key decision-making at every level within the Council.

Our Commitment to Equality and Diversity

Carlisle is home to a wide range of people who make different and valuable contributions to life in the area. These identifiable groups include people with disabilities, men/women, religions and faiths, black and minority ethnic (BME) backgrounds, lesbians, gay men, bisexual and transgender people, pregnancy and maternity.

The Council acknowledges that some people in the District may face discrimination every day because of their race, gender, age, disability, sexual orientation and other issues. Through disadvantage, discrimination and prejudice people are denied opportunity, find access to services more difficult, and therefore suffer inequality.

Carlisle City Council believes that everyone should be treated fairly and with respect. The commitment is to recognise and understand the differences without creating an advantage of one group over another. The Council made its commitment in its first Equality and Diversity Policy adopted by Full Council in February 2007. In the following year, 2007/08, the Council adopted three updated equality schemes (Gender, Disability and Race). This Scheme continues the work to improve the quality of life for everyone in the District, regardless of race, gender, age, disability, sexual orientation or religious belief.

The Council has a responsibility to challenge unfair discrimination, wherever it happens, and is committed to doing so. We will work toward ensuring that people are not discriminated against on the grounds of disability, gender, race, national or ethnic origin, religion, belief, culture, age, sexual orientation, pregnancy or maternity. In doing so we recognise that individuals do not fit neatly into categories and that some people may be affected by more than one form of discrimination.

Our commitment applies whether the Council is acting as an employer, a service provider, or as a purchaser to other organisations.

In October 2011, we underwent a Diversity Peer Challenge which assessed the Council as at the Achieving level of the Equality Framework. We are continuing work to develop and evidence towards the Excellent criteria.

Implementing the Scheme: Delivering on Equality

Putting Policy into Practice

We believe that people deserve services that meet their different needs, so we will look for ways to increase the flexibility of the services we provide so that they are more responsive and inclusive.

Our Comprehensive Equality Scheme is a public commitment that we will:

- Make sure that all policies and service plans reflect the principles of equal opportunities;
- Monitor activity in relation to equal opportunities, and publish the results including our equality impact assessments;
- Identify policies that impact on equality, and ensure that they comply with the law and good practice;
- Raise awareness of our equality policies and the law for all staff and councillors;
- Insist that our partners, suppliers and contractors are committed to equal opportunities.

By adopting the Scheme we have promised to review and challenge our ways of working.

- We will consult local people about their needs and adapt services based upon a needs assessment. This means talking and listening to everyone in the community, not only those who regularly use our services or actively offer their views;
- Review the way we publicise our services, to reach people not already using them;
- Provide information on request in other formats or languages;
- Understand the diversity of our workforce and the diversity of the wider District's population;

Embedding

The Council will develop an effective and appropriate approach. We will ensure our approach to equality and diversity issues are incorporated into service planning and delivery activities and so become part of the norm.

Learning and development opportunities will be provided for employees and elected members to enable them to fulfil the organisation's commitment to equality.

Scope

Our Equality Scheme applies to:

- Users of our services and visitors to our sites
- Councillors
- Employees
- Volunteers
- Contractors, sub-contractors and partners

Our individual and collective responsibilities

The Chief Executive is responsible for making sure our equality schemes are applied consistently throughout the Council.

The Executive Committee makes decisions in line with the Council's policies and budget. These decisions must always be informed with an assessment of impacts on equality and diversity and by a commitment to promoting equality and diversity through comprehensive Equality Impact Assessments (EIA).

To be effective, our equality and diversity schemes must be translated into actions with specific outcomes (Corporate Equality & Diversity Action Plan on Covalent, the Council's performance management system). Senior management are responsible for making sure that departmental procedures, practices and service plans deliver the required outcomes. All departmental procedures, practices and service plans should reflect the principals of equality of opportunity, and should include equality objectives. These objectives will have a clear timetable and specify who is responsible for action.

We expect all staff to show commitment to ensuring that the Comprehensive Equality Scheme is implemented at departmental and service delivery levels, and to abide by the principles of equal opportunity and dignity and respect policy in the performance of their duties.

Equality and Diversity Action Plan

The aims of this scheme will be progressed through the Equality and Diversity Action Plan. The Action Plan will encompass service delivery and employment issues, contain specific, measurable and achievable targets, and will identify the resources required to deliver the objectives.

The Equality and Diversity Action Plan will focus on three levels of activity:

- **Implementing equal opportunities monitoring of mainstream activity:** Developing a basket of indicators, success measures and targets (to be identified), and an information system that supplies the Corporate Equality Group with regular monitoring information, in order to be able to review the success of equal opportunities scheme initiatives that have been implemented.
- **Working towards embedding equality and diversity by establishing departmental and service area groups:** embedding in the Council is acknowledged as a long-term goal. Given this, it will be necessary in some situations to provide more than a monitoring function to specific departments

or service areas in order to achieve change and reduce discrimination. The Corporate Equality Group will provide co-ordination, support and direction.

- **Commissioning work on crosscutting issues:** There will be some priorities that do not sit appropriately in any one part of the organisation. When this is identified the Corporate Equality Group will commission individual time-limited projects to address those issues.

Targets and Monitoring

We recognise that working towards equality and diversity involves setting specific measurable and realistic targets. We will use locally agreed targets to help assess our progress. These targets will be set by us each year and reviewed regularly.

The Corporate Equality Group will be responsible for monitoring the Corporate Equality and Diversity Action Plan and general compliance with statutory duties. Progress will be reported to Senior Management Team, the Executive Committee and the Overview and Scrutiny Committees through an annual report.

Publication of the results of assessments and monitoring

We will publish reports on our progress in improving equality and diversity practice through the Comprehensive Equality Scheme. Reports will be published on the Council's public website and for staff on our internal Intranet site.

The targets and the results of monitoring and any subsequent actions will also be published and will be made available to the public. Future results of the EIAs (see Appendix 2) and of the results of monitoring will be reflected in future updates to the Comprehensive Equality Scheme. This report will provide a six monthly update on the Scheme for Senior Management Team, the Executive and the Overview and Scrutiny Panel.

Consultation and Community Engagement

To successfully tackle inequality, the Council recognises that it needs to gain the trust and confidence of those it is seeking to work with and serve, both now and in the future.

The Council is committed to listening to people's views and to working with communities as an essential part of informed decision-making, and we use a variety of methods to gather the views of local people. We recognise that a targeted approach may be required to engage successfully with some members of local communities, to ensure that their views are properly taken into account. Our policies for ensuring that consultation reaches the broadest possible range of people are identified in our Consultation Policy, which is available by emailing policy@carlisle.gov.uk or in hard copy on request.

The low proportion of people from black and minority ethnic backgrounds living within the District means that we must take particular care in using the most appropriate means for seeking their views. We will engage with representative and liaison groups in accordance with our duties. We will continue to engage with groups representing disabled people, people from ethnic minorities, lesbians, gay, bisexual and transgender people; and we will encourage these groups to work with us to improve our services.

Equality Impact Assessments

The Race Relations (Amendment) Act 2000, the Disability Discrimination Act 2005 and the Employment Equality Regulations 2003 place statutory duties on all public authorities to assess the impact of their work on race equality, equality for people with disabilities and gender equality respectively.

To reflect the Council's commitment to continual improvement of its equality and diversity practice, we have adopted a broadly based approach to the assessment of our functions, policies and procedures in order to fulfil these duties. We will consider the impact and potential impact of our work on the promotion of equal opportunities for everyone, regardless of race, gender, age, disability, sexual orientation or religious belief. These EIAs will include appropriate consideration of the impact on race equality and equality for people with disabilities, thereby meeting our statutory duties for impact assessment.

The Council will prioritise for assessment those key decisions and activities that have the greatest potential impact on equality of opportunities. Functions will be subject to a rigorous impact assessment in order to identify any areas of adverse impact and any areas of potential for a positive impact, following a schedule based on the level of priority identified. This schedule forms part of the Equalities and Diversity Action Plan, and monitoring the implementation of EIAs is therefore the responsibility of both the Corporate Equality Group and the Community Overview and Scrutiny Panel.

In addition to existing policies and functions, the Council will perform an EIA of any new policy, service or function before it is introduced or adopted. Any significant change to an existing policy, service or function must also be subject to an EIA before its introduction, even where the existing policy, service or function has already been subject to an assessment. The impact assessments and associated actions will be regularly monitored, reviewed and where necessary updated. The results of this process will be shared with key partners and published on our website.

Where an adverse impact is identified, or where potential for positive impact is not being considered, the service provider will identify specific corrective actions. This impact assessment exercise will lead to the production of actions to take forward the most important activities for the promotion of equal opportunities.

Positive Images and Language

We will ensure that our communications and publications use images and language that help to promote equality of opportunity and good community relations. Guidance is set out in our Communications and Accessibility Policy. We will ensure that these communications and publications are easy to and understand.

Employment

Our workforce should reflect the diversity of the population of the District. We will achieve this by positively encouraging applications from those sections of the community that are currently under-represented in our workforce. As a major employer, we will aim to be a positive example of good practice to other employers in the District and Cumbria.

We will meet all our equality duties and employment regulations and ensure equal opportunities. Our approach to procurement will ensure that the same standards of equal opportunity are maintained in all our services.

A workforce profile is in the process of being produced and will be updated annually in the future. It will show the trends in employment within the Council and highlight any issues around diversity.

A number of annual local performance indicators relating to workforce diversity form part of the annual performance report which is a public document and can be found on the Council's Website in the section on performance. This report will continue to be improved to meet all the duties of the Code of Practices for Race, Gender and Disability.

The latest reports can be viewed at:

http://www.carlisle.gov.uk/council_and_democracy/performance.aspx

Recruitment and Selection

We will ensure that practices and procedures reflect current best practice and that person specifications contain only criteria that are necessary to perform the duties of the post. Where a particular group is under-represented in an area of work and there is evidence of discrimination positive action may be taken.

The Council's Recruitment and Selection Policies contain further information. Job application diversity statistics and charts are produced annually and published on the Council's Website:

http://www.carlisle.gov.uk/council_and_democracy/equality_and_diversity.aspx

The monitoring form will be reviewed in light of the Equality Act 2010 and the Census 2011 to ensure that it meets the needs of all our identifiable groups.

Learning, Development and Information Resources

We recognise the need to develop and/or implement awareness programmes on all aspects of Equality, from raising basic awareness, to a more detailed knowledge of equal opportunities policy and practice. Appropriate training is required at all levels of the organisation. This requirement will be incorporated into member and officer learning and development plans

We will ensure that all employees and councillors have the competence necessary to ensure that this Scheme is translated into positive action.

We will provide basic awareness for all employees and councillors on equality and diversity issues and in the requirements of equalities legislation described in Appendix 1.

We will regularly undertake a needs analysis to establish the ongoing requirements for and feasibility of:

- Training councillors and managers on good practice in recruitment, selection, induction, performance review and employee welfare

- Training councillors and employees on preventing and challenging discrimination, harassment and prejudice.

We will provide appropriate learning and/or information resources to ensure that all employees and councillors understand and fulfil the organisation's commitment to equality.

Service Delivery

We are committed to providing services that are responsive and accessible to all. People who use our services are entitled to do so free from discrimination and harassment.

Managing service delivery is about providing appropriate services, according to need, for everyone in the District. We believe that a modern service will recognise the diversity of its customers and act to ensure that individual needs are met proportionally through reasonable adjustments to services.

We will continue to develop our services and ensure that they are accessible to customers with disabilities, customers who use other languages and those who might otherwise find it difficult to access them. This means that we are committed to making information about our services accessible by:

- using “Plain English” (language that an English speaking audience can understand and act upon from a single reading)
- providing appropriate translation and interpretation for non-English speakers on request
- providing appropriate options for people with disabilities

Employees and any other people providing Council services to the public are entitled to be treated fairly and with respect. Where they face discrimination or harassment from service users, the Council will take appropriate action to prevent this happening again. This action may ultimately include the withdrawal of the service.

Service users do not have the right to unreasonably refuse service from particular employees or service providers on the grounds of gender and do not have the right under any circumstances to refuse service from particular employees or service providers on the grounds of disability, race, colour, ethnic origin, religion, belief, culture, nationality, national origin, age or sexual orientation.

Through our participation in the Local Strategic Partnership, the Council will seek to ensure that tackling discrimination is included in any plans to improve services in local neighbourhoods.

Procurement, Commissioning and Partnerships

The Sustainable Procurement and Commissioning Strategy has recently been reviewed and enhanced to incorporate the requirements of the government's equality and diversity legislation. This contains our Procurement and Commissioning Equality of Opportunity statement, which details the Council's expectations for equalities in procurement.

"The City Council is committed to meeting its legal duties under the six strands of equality. Our aim is to eliminate discrimination, promote equality of opportunity and promote positive relations in the delivery of all services. The Council is responsible for meeting its duty on all functions, including those which are carried out by an external supplier. All organisations wishing to contract with the Council must be able to demonstrate that all reasonable practicable steps are taken to allow equal access and equal treatment in employment and service delivery for all."

We will actively promote equality and diversity when selecting contractors, evaluating their ability to deliver services and monitoring their performance. All officers will be required to complete an Equality Impact Assessment when undertaking projects and when completing reports to elected members and committees.

A copy of the draft strategy is available to view on the City Council website and it will go to Full Council for approval in February 2011:

<http://cmis.carlisle.gov.uk/CMIS/Document.ashx?czJKcaeAi5tUFL1DTL2UE4zNRBcoShgo=GOAwD53Hx3KnvmZX7mlmBkd97uD6lp1ybcVitdfrIVLXbvm2v6h2Qw%3d%3d&mCTIbCubSFfXsDGW9IXnlq%3d%3d=hFfIUdN3100%3d&kCx1AnS9%2fpWZQ40DXFvdEw%3d%3d=hFfIUdN3100%3d&uJovDxwdjMPoYv%2bAJvYtyA%3d%3d=ctNJFf55vVA%3d&FgPIIEJYlotS%2bYGoBi5oIA%3d%3d=NHdURQburHA%3d&d9Qij0a q1Pd993jsyOJqFvmyB7X0CSQK=ctNJFf55vVA%3d&WGewmoAfeNR9xqBux0r1Q8Za60lavYmz=ctNJFf55vVA%3d&WGewmoAfeNQ16B2MHuCpMRKZMwaG1PaO=ctNJFf55vVA%3d>

Publications and information

Our Comprehensive Equality Scheme is publicly available on our Internet website and in hardcopy on request. We will meet any reasonable requests to provide copies in other languages or alternative formats.

We are committed to making information about the Council and our services accessible by:

- using "Plain English" (language that an English speaking audience can understand and act upon from a single reading)
- providing appropriate translation and interpretation for non-English speakers
- providing appropriate options for people with disabilities

The results of monitoring, assessments and consultations will be published at least annually on the website and will be available in hardcopy on request.

Sanctions

Members, managers, and employees need to make sure that the commitments within this scheme are translated into action.

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All staff and members are expected to abide by the code of conduct and our dignity and respect policy in the performance of their work and not doing so may lead to disciplinary action. The following actions by employees of the Council may be disciplinary offences:

- Discriminating against fellow employees, job applicants or service users on grounds that cannot be justified
- Persuading, or trying to persuade, other people to discriminate unfairly
- Harassment or bullying of any kind
- Victimising someone who has made an allegation of discrimination or who has given information about discrimination

These matters will be addressed through the relevant disciplinary procedure. Similarly, our employees and any other people providing Council services to the public are entitled to be treated fairly and with respect. Where they face discrimination or harassment from service users, the Council will take action to stop this happening again. In some circumstances this may include the withdrawal or refusal of the service.

Feedback, complaints and compliments

Questions and Feedback

Equality and diversity issues affect everyone, so it's important that we all understand the issues and are able to have our say. That's why we welcome feedback on our Equality Scheme; if you have any comments or questions about the policies and how they affect you, please email us at policy@carlisle.gov.uk or, if you prefer, send them to:

Policy
Carlisle City Council
Civic Centre
Rickergate
Carlisle CA3 8QG

We welcome constructive comments on our Comprehensive Equality Scheme and encourage any feedback, either positive or negative, that will help in our efforts to tackle all forms of unfair discrimination, inequality and injustice.

Complaints

Should you wish to complain about the way the Council operates or is meeting its duties with regard to any aspect of equal opportunities, then there is a formal complaints procedure to help you to do so.

Complaints can be made to the Council using a Complaint Form available from Civic Centre reception. A copy of the full complaints procedure will be issued with each Complaint Form.

The Complaint Form is also available to download from the Council's Internet website or you may submit your complaint online at:

http://www.carlisle.gov.uk/council_and_democracy/corporate_complaints.aspx

Alternatively you may telephone 01228 817000.

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We will try to provide both the form and procedures in alternative formats or languages on request, and we will offer assistance to anyone who has difficulty using the existing form or procedures.

You may also wish to raise your complaint with one of your local Councillors.

We will investigate your complaint in a fair and equitable way to achieve a satisfactory solution to the problem. However, if this is not possible or if you are unhappy with the Council's procedure, you have the right to refer your complaint to the Local Government Ombudsman who may undertake an independent investigation on your behalf.

The Local Government Ombudsman is an independent person who investigates allegations of maladministration causing injustice to the person who has complained. The Ombudsman investigates complaints about most council matters including housing, planning, education, social services and council tax. The Ombudsman who deals with this Council is at:

Local Government Ombudsman
P O Box 4771
Coventry
CV04 0EH

Tel: 0300 061 0614

Fax: 024 7682 0001

Web site: www.lgo.org.uk

If you have an enquiry about the Local Government Ombudsman's service you can telephone their Advice line on 0845 602 1983.

Where to find out more

For information on the Equality Framework for Local Government visit the Improvement and Development Agency's website at www.idea.gov.uk

Carlisle City Council's own website also includes a useful library of online equality and diversity resources at:

http://www.carlisle.gov.uk/council_and_democracy/equality_and_diversity.aspx

Or, you can telephone the Policy and Performance Manager on 01228 817258 or email policy@carlisle.gov.uk

Cumbria Equality Resource Centre

www.equalitycumbria.org

Telephone: 01768 895242

The Equality and Human Rights Commission is an excellent source of information and advice on equalities issues. Visit their website at:

www.equalityhumanrights.com

Or, if you are in England, you can telephone their helpline on 0845 604 6610 (or textphone 0845 604 6620).

Cumbria County Section also has an equality section on their website:

<http://www.cumbria.gov.uk/equalities>

Cumbria Volunteer Service provides relevant useful information relating to third sector organisations:

<http://www.thirdsectorcumbria.org.uk>

Our Scheme on Equality for People with Disabilities (Disability Equality Scheme)

Carlisle City Council is committed to eliminating discrimination against disabled people, attempting to remove the barriers which disabled people face in accessing services and encouraging disabled people's right to an independent life.

The Council's Scheme on Equality for People with Disabilities forms our **Disability Equality Scheme**, and has been adopted to help pursue these commitments, as well as to acknowledge and ensure compliance with our statutory duties as described in Appendix 1.

This document, to be read as an integral part of the Council's broader Comprehensive Equality Scheme, sets out how the Council intends to promote and deliver equality for disabled people in all its functions.

In carrying out all of its duties the Council will seek to ensure that people with disabilities are free from prejudice and discrimination in their everyday lives. We will ensure that people with disabilities are involved in decisions. To achieve this objective the Council will:

- Involve people with disabilities in decisions through our programme of impact assessments and access group.
- review, on an ongoing basis, all policies, procedures and practices to ensure they comply with current and emerging legislation
- consider and take into account the specific needs of people with disabilities and their carers in planning and delivering services
- design, plan and provide services to enable people with disabilities to maximise the control over their own lives and to encourage their social and economic inclusion
- improve access to services and the built environment, utilising the experience, views, creativity and expertise of people with disabilities
- tackle barriers in the provision of joint services through effective partnership working
- where possible, make information available, on request, through a range of media and in a range of formats [including, where appropriate, the provision of materials in symbols, large print, Braille, British Sign Language video or audio description] and offer alternatives to verbal communication so that people with disabilities enjoy equal access to information and services
- handle sensitively allegations of discrimination and harassment providing appropriate support to the alleged victim(s) in accordance with organisational policy and procedure
- improve access to independent advocacy, self advocacy, legal and advice services to help people with disabilities take control over their own lives
- ensure that recruitment and selection is carried out in line not only with UK legislation, but also with the wording and spirit of this Scheme and national best practice;. Reasonable adjustments will be made so that applicants with disabilities and existing employees who are or become disabled are treated fairly and with proper consideration of their abilities
- make all reasonable efforts to help employees who are or become disabled remain in the Council's employment

- manage employees fairly and appropriately, ensuring there is no discrimination in terms of attitude, work allocations, promotion, development opportunities, conditions of employment or the work environment
- work, in consultation with disabled people, to find solutions to disability issues to meet needs and deliver best value for taxpayers and users of Council services
- ensure that all consultants, contractors, suppliers and partners are made aware of this Scheme and the expectation that their own policies will include as a minimum:
 - a commitment to equal opportunities
 - the name or position of the person responsible for the effective implementation of the Scheme.

Definition of Disability and the Social Model

One of the Council's goals is to challenge the view that the inequality faced by disabled people is down to their medical 'problems'. This medical model of disability has reinforced negative stereotypes sometimes held by non-disabled people, and thus supported discrimination against people with disabilities, by focussing only on what a person cannot do.

By contrast the social model of disability suggests that institutional barriers, negative attitudes and exclusion by society (deliberate or accidental) are what really defines who is disabled and who is not. It recognizes that while some people have physical, sensory, intellectual, or psychological variations, which may sometimes cause individual limitations or impairments, but these do not have to lead to disability unless society fails to take account of and include people regardless of these differences.

The social model of disability does not deny that some individual differences lead to individual limitations or impairments, but rather that these are not the cause of individuals being excluded. An example of some questions that illustrate the difference between the medical and social models of disability might be "Does your disability make it hard for you to use public transport?" compared to "Does inaccessible transport make it difficult for you to use public transport?" Or "Does your disability affect your ability to work?" compared to "Do you have problems at work due to the working environment, or the attitudes of others?"

The Disability Discrimination Act defines disability using the medical model - disabled people are defined as people with certain conditions, or certain limitations on their ability to carry out 'normal day-to-day activities, but the requirement for public bodies to produce a Disability Equality Scheme and make "reasonable adjustments" to our policies, practice and buildings, follows the social model.

The Disability Discrimination Act (DDA) states that a person has a disability "if he/she has a physical or mental impairment which has a substantial and long term adverse effect on his/her normal day to day activities".

Physical impairment includes sensory impairment but does not include:

- addiction to or dependency on alcohol, nicotine or any other substance (other than as a result of the substance being medically prescribed or diseases resulting from addictions);
- seasonal allergic rhinitis (e.g. hay fever), except where it aggravates the effect of another condition;

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- tendency to set fires;
- tendency to steal;
- tendency to physical or sexual abuse of other persons;
- exhibitionism;
- voyeurism.

Disfigurements which consist of a tattoo (which has not been removed), non-medical body piercing, or something attached through such piercing, are to be treated as not having a substantial adverse effect on the person's ability to carry out normal day to day activities.

Mental Impairment is intended to cover a wide range of impairments relating to mental functioning, including what are often known as learning disabilities. However, the Act states that it does not include any impairment resulting from or consisting of a mental illness, unless that illness is a clinically well-recognised illness. A clinically well-recognised illness is one that is recognised by a respected body of medical opinion.

“Substantial” means that they are not minor or trivial, they must last or be expected to last longer than 12 months. They must affect day to day activities.

“Normal day-to-day activities” are activities that are carried out by most people on a fairly regular and frequent basis. The test of whether or not an impairment affects normal day-to-day activities is whether or not it affects one of the following broad categories of capacity:

- Mobility
- Manual dexterity
- Physical co-ordination
- Continence
- Ability to lift, carry or otherwise move everyday objects
- Speech, hearing or eyesight
- Memory or ability to concentrate, learn or understand
- Perception of the risk of physical danger

The Law specifically extends protection to cover people who have HIV infection, cancer and multiple sclerosis from the moment they are diagnosed.

Our Scheme on Race Equality (Race Equality Scheme)

Engaging with people from Black and Minority Ethnic (BME) groups presents particular challenges in the District, which has a relatively low proportion of BME residents; however the Council is committed to developing and implementing policies that will ensure equal and universal access to both services and employment.

This document, to be read as an integral part of the Council's broader Comprehensive Equality Scheme, sets out how the Council intends to promote and deliver race equality in all its functions. A current list of the impact assessments and how they map to all the policies, strategies and functions is presented in Appendix 2.

Carlisle City Council is committed to eliminating discrimination against people on the grounds of race, colour, nationality, ethnic origin, and cultural background. It is also committed to the principles of individuality and diversity. The Council's Racial Equality Scheme forms our **Race Equality Scheme**, and has been adopted to help pursue these commitments, as well as to ensure compliance with the range of legislation detailed in Appendix 1.

The Council will afford equal access to employment and services and will not discriminate on the grounds of race, nationality, ethnic origin, and cultural background. In order to achieve this objective, the Council will:

- Ensure that BME communities are involved in planning services, and that their specific needs are considered in consultation processes;
- give consideration to advertising and promoting services in the BME media and in areas with higher concentrations of BME people;
- make service users clearly aware that they do not have the right to refuse service from particular Council employees on racial grounds;
- monitor use of services by ethnicity to ensure equality of access, and use the data to develop services which are appropriate to the needs of the whole community;
- ensure that recruitment is carried out in line not only with legislation, but also with the text and spirit of this Scheme, and national best practice;
- ensure that employees are given appropriate training in anti-racist practices and are made aware of their responsibility for the implementation of this Scheme;
- ensure that service users, employees, consultants, contractors, suppliers, and partners [including those in the voluntary and community sectors] are able to go about their daily business free from racial harassment and discrimination;
- handle allegations of racial discrimination and harassment with sensitivity, giving appropriate support to the alleged victim[s], in accordance with organisational policy and procedures
- manage employees fairly and appropriately, ensuring there is no discrimination on racial grounds in terms of work allocations, consultation and communication, development and training opportunities, employees appraisals, granting of leave, or grievance and disciplinary matters;
- ensure that all consultants, contractors, suppliers and partners are made aware of this Scheme and the expectation that their own policies will include as a minimum:
 - a commitment to equal opportunities
 - the name or position of the person responsible for the effective implementation of the Scheme.

These objectives will be delivered through the Corporate Equality and Diversity Action Plan.

Gypsy and Travellers in Carlisle

Despite being a small minority of the District's, and the UK's, Black and Minority Ethnic Population, Gypsy and Travellers experience a number of persistent equality gaps that are likely to take a generation or longer to resolve:

- Educational attainment: Nationally in 2007 16% of Irish Travellers achieved 5+ A*-C GCSEs or NVQs and 14% Gypsy and Roma compared to the overall average of 59%. So the national evidence is that their educational attainment is the worst of any ethnic group.
- Health: A report carried out by University of Sheffield (2004) showed that Gypsy, Roma and Travellers were the most at risk group in relation to infant mortality and adults with long term health conditions.
- Fire risk: Gypsy, Roma and Traveller people are 16 times more likely to be a casualty in a fire than other any other group.
- Prejudice: The Cumbria Attitudes Survey in 2004 and 2007 showed that 39% of people surveyed admitted that they felt less positive towards Gypsy, Roma and Traveller groups than any other group. This was significantly greater than negative feelings to any other group.

These issues have led to local authorities developing specialist and targeted services. Often this leads to on-site provision of a range of services that can lead to a number of long-term drawbacks:

- Financial unsustainability given the small numbers against the cost of provision.
- Provision of a level of service that is not available to other sections of the community with associated community cohesion challenges.

To address these drawbacks and promote community cohesion Carlisle City Council and partners are responding to the need and developing long term approaches that:

- Demonstrates a balance between the needs of Gypsy and Travellers and value for money.
- Establishes a link between targeted activity and improved outcomes.
- Ensures that targeted activities are not creating a cycle of dependence on specialist services.
- Promotes equality and reduce any inequalities or perceived inequalities in service provision.
- Ensures the Council's statutory duties are observed.

Our Scheme on Gender Equality

Carlisle City Council is committed to eliminating sex discrimination and enabling women, men and transgender people to participate on an equal basis in social, cultural, political and economic life. It is also committed to the principles of individuality and diversity. In pursuing these commitments the Council acknowledges its statutory duties under a range of legislation detailed in Appendix 1.

The Council will ensure that in carrying out its duties, women, men and transgender people are protected from unlawful discrimination and treated equally. To help achieve this objective the Council will:

- encourage women, men and transgender people to participate equally in the decisions which affect their lives
- work in partnership to create safer environments for women, men and transgender people
- value life skills developed in the home and the community
- support employees in making personal choices about their parenting, caring and work roles
- where operationally viable, support and enable flexible working to help employees who wish to do so balance their lives inside and outside work
- ensure that female, male and Transgender workers have the same development and progression opportunities
- ensure that development and progression opportunities for part-time workers are the same as those for full-time workers
- ensure that women, men and transgender employees are paid the same for doing equal work and that the same service conditions apply
- ensure that employees are able to work in an environment that values them as individuals and is free from sexual harassment
- confront unlawful discrimination and promote sex equality through learning and development
- handle sensitively allegations of sexual discrimination and harassment providing appropriate support to the alleged victim(s) in accordance with organisational policy and procedures
- ensure that recruitment and selection is carried out in accordance with corporate standards and best practice.
- manage employees fairly and appropriately, ensuring there is no discrimination in terms of attitude, work allocations, promotion or other conditions of employment
- provide appropriate development opportunities to assist with the implementation of this Scheme and ensure that employees and elected members are aware of their individual responsibilities and the organisation's commitment
- ensure that all consultants, contractors, suppliers and partners are made aware of this Scheme and the expectation that their own policies will include as a minimum:
 - a commitment to equal opportunities
 - the name or position of the person responsible for the effective implementation of the Scheme.

Domestic Violence

Most of the information below is based on Cumbria county figures but to put it into perspective, the total annual cost of domestic violence in Carlisle is £78 million (based on the number of Carlisle cases going to the Multi Agency Risk Assessment Conference (MARAC) as a fraction of the total number of cases going to MARAC in Cumbria). This is over a third of the total cost for Cumbria.

In Cumbria as a whole the domestic violence is estimated to cost £59 million and the human and emotional costs of £170 million.

This is the equivalent to £469 per head per year. Domestic violence in Cumbria costs the Criminal Justice System £14 million of which the Police 4.9 million, Health Care £14 million, Social Services 2.28 million, Housing 1.58million and Civil and Legal £3.72 million. (Walby, 2004).

Incidence and prevalence of domestic violence/abuse

- There have been four domestic homicides in Cumbria in 2009 and one attempted murder. (none of these cases were known to the Independent Domestic Violence Advocacy Services or the Multi-Agency Domestic Violence processes).
- 45% of women and 26% of men had experienced at least one incident of domestic violence in their lifetime (Walby and Allen, 2004). This means that over 100,000 women in Cumbria will be a victim of this crime. However when there were more than 4 incidents (i.e. ongoing domestic violence or sexual abuse) 89% of victims were women.
- 70 % of domestic violence cases result in physical injury and this crime has the highest rate of repeat victimization.
- In Cumbria almost 40% of calls to the police related to domestic violence are repeat victims and domestic violence accounts for 14% of all violent crime.
- In 2009 in Cumbria there were almost 5000 incidents of Domestic Violence reported to the police.
- The Forced Marriage Unit received 5000 inquiries and handled approximately 400 cases in 2007, 167 of which involved repatriation to the UK.

The impact on the Children

- Over 1600 Children in Cumbria were identified by the police as having been present at domestic violence incidents last year.
- In 2008 462 Children were identified by the Multi-Agency Referral process as being in need of support.
- Recent surveys of young people have shown that 42% know girls who have been hit by their boyfriends and that 50% of young men and 33% of young women said it was OK to hit a woman or force her to have sex in some circumstances.
- 52% of child protection case conferences involve domestic violence. In a recent snap shot of 15 case conferences in Cumbria, 13 involved domestic abuse.

For these reasons tackling domestic violence is seen as a priority under the Council's duty to promote gender equality.

Our Scheme on Equality for Lesbian, Gay, Bisexual People

Carlisle City Council is committed to eliminating homophobic prejudice and discrimination, and to the principles of individuality and diversity. In pursuing these commitments the Council acknowledges its statutory duties under a range of legislation detailed in Appendix 1.

The Council will ensure that in carrying out its duties lesbian, gay and bisexual people are given equal and unprejudiced treatment. To achieve this objective the Council will:

- ensure that policies, procedures and practices are not based on the assumption that everyone is, or should be, heterosexual
- acknowledge same sex relationships and ensure that, wherever possible, partners have equal access to the services and benefits available to heterosexual couples
- encourage the participation of lesbian, gay and bisexual people in the decisions that affect their lives
- work with others to make communities safer and enable lesbian, gay, and bisexual people to live without prejudice or fear
- encourage a culture of openness about sexual orientation and ensure that lesbian, gay and bisexual employees have a safe and supportive environment in which to work
- ensure service users are aware that they do not have the right to refuse service from lesbian, gay, and bisexual employees
- ensure that recruitment and selection is carried out in accordance with Corporate standards and best practice
- provide appropriate development opportunities to assist with the implementation of this Scheme and ensure that employees and elected members are aware of their individual responsibilities and the organisation's commitment
- handle sensitively allegations of discrimination and harassment providing appropriate support to the alleged victim(s) in accordance with organisational policy and procedure
- manage employees fairly and appropriately, ensuring there is no discrimination in terms of attitude, work allocations, promotion or other conditions of employment
- provide information and guidance to managers and employees on gender reassignment as well as on general appropriate language and behaviour issues that may affect people who are lesbian, gay, or bisexual.
- ensure that all consultants, contractors, suppliers and partners are made aware of this Scheme and the expectation that their own policies will include as a minimum:
 - a commitment to equal opportunities
 - the name or position of the person responsible for the effective implementation of the Scheme.

Our Scheme on Equality for People of all Religions and Beliefs

Carlisle City Council is committed to eliminating discrimination against people because of their religion or belief. In pursuing these commitments the Council acknowledges its statutory duties under a range of legislation detailed in Appendix 1.

Carlisle City Council will afford equal access to employment and services and will not discriminate on the grounds of religion or belief. In order to achieve this objective, the Council will:

- ensure that Faith communities are involved in planning services and their specific needs considered in any consultation processes
- give consideration to advertising and promoting services in the Faith media
- ensure that recruitment and selection is carried out in accordance with Corporate standards and best practice
- ensure that service users, employees, consultants, contractors, suppliers, and partners [including those in the voluntary and community sectors] are able to go about their daily business free from harassment and religious discrimination;
- handle allegations of religious discrimination and harassment with sensitivity, giving appropriate support to the alleged victim[s], within the context of the normal Council policy and procedure;
- manage employees fairly and appropriately, ensuring there is no discrimination on religious grounds in terms of work allocations, consultation and communication, development and training opportunities, employees appraisals, granting of leave, or grievance and disciplinary matters;
- acknowledge and publicly recognise cultural and religious festivals and holidays across the Council so that leave is not unreasonably withheld from employees who may wish to celebrate them;
- ensure that all consultants, contractors, suppliers and partners are made aware of this Scheme and the expectation that their own policies will include as a minimum:
 - a commitment to equal opportunities
 - the name or position of the person responsible for the effective implementation of the Scheme.

Our Scheme on Equality for People of All Ages

Carlisle City Council is committed to eliminating age discrimination. We will do all we can to promote greater social inclusion for people of all ages and we will develop the right conditions for our employees of all ages to develop and contribute. In pursuing these commitments the Council acknowledges its statutory duties under a range of legislation detailed in Appendix 1. In order to achieve this objective, the Council will:

- include younger and older people in drawing up plans and making decisions.
- support younger people's and older people's interest groups and make special efforts to include hard to reach groups.
- provide services on the basis of need, regardless of age. Age will not be used as a criterion to restrict access to services.
- work with partners in other organisations to improve our effectiveness in promoting equality and valuing diversity.
- ensure that consultants, contractors, suppliers and partners are made aware of this Scheme and the expectation that their own policies will include as a minimum:
 - a commitment to equal opportunities
 - the name or position of the person responsible for the effective implementation of the Scheme.

The Council acknowledges that older and younger workers may face stereotyping with regard to their capabilities and prospects and we believe that age stereotypes diminish choice for individuals and lead to ineffective use of people in the organisation.

We acknowledge that age does not equate to physical or mental ability and is a poor predictor of performance, and consequently we reject the use of age as a deciding factor in employment decision making.

The Council will apply these principles to all employment policies, practices and decisions applied to the employees of the Council. This includes recruitment, election, training, promotion, reward, retirement, redundancy, transfer and career development.

Rurality

Parts of the Carlisle District form some of most rural areas of the County and include many of the most sparsely populated locations in England. Carlisle City Council is committed to considering how the impact of all its decisions might affect rural areas. This process is often referred to as rural proofing. Carlisle City Council has identified Cumbria County Council's rural proofing as good practice. Further information can be found on the Cumbria County Council Website:
<http://www.cumbria.gov.uk/ruralmatters/ruralproofing.asp>

Appendix 1: Summary of Equality Legislation

Equality Strand	Legislation	Main duties on Local Authority	Scope
Gender	Equality Act 2010	<p>There is a change in definition to gender reassignment. The protected characteristic of gender reassignment will apply to a person who is proposing to undergo, is undergoing or has undergone a process to change their sex.</p> <p>In addition to gender reassignment there are changes in pregnancy, maternity (including breast feeding mothers), and sex in the act. The act includes indirect discrimination by association and perception.</p> <p>The links to harassment and victimisation have changed. The new positive action provisions enable public sector organisations to take proportionate steps to help people overcome their disadvantages or to meet their needs.</p>	Protected characteristic of gender across all areas.
	Equal Pay Act 1970 (Amended)	Gives individual employees a right to the same contractual pay and benefits as a person of the opposite sex in the same employment, where the man and woman are doing: like work; work rated as equivalent under a job evaluation study; or work that is of equal value.	Employment
	Sex Discrimination Act 1975	To prevent unlawful discrimination on the grounds of sex. Applies to sex discrimination in employment, education, and advertising or in the provision of goods, services or facilities.	Employment, provision of goods, services and facilities
	Employment Equality (Sex Discrimination) Regulations 2005	Introduces new definitions of indirect discrimination and harassment, explicitly prohibits discrimination on the grounds of pregnancy or maternity leave, sets out the extent to which it is discriminatory to pay a woman less than she would otherwise have been paid due to pregnancy or maternity.	Employment
	Sex Discrimination 1975 (Amendment) Regulations 2008	Introduces a new definition of sex related harassment applying to individuals who are affected by unwanted conduct, as well as those subject to the conduct themselves. Introduces new concept of third party harassment, where employer knowingly fails to protect an employee from repeated harassment by a third party.	Employment
	Gender Recognition Act 2004	To provide transsexual people with legal recognition in their acquired gender.	Employment, provision of goods, services and facilities

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Equality Strand	Legislation	Main duties on Local Authority	Scope
	Equality Act 2006	Introduces a positive duty on public sector bodies to promote the equality of opportunity between women and men and a positive duty to eliminate sex discrimination and discrimination on the grounds of gender reassignment.	Employment, provision of goods, services and facilities
	Sex Discrimination (Gender Reassignment) Regulations 1999	To prevent sex discrimination relating to gender reassignment. Applies to transsexuals in relation to equal pay and treatment in employment and training.	Employment
Ethnicity	Equality Act 2010	The links to harassment and victimisation have changed. The new positive action provisions enable public sector organisations to take proportionate steps to help people overcome their disadvantages or to meet their needs.	Protected characteristic of race across all areas.
	Race Relations Act 1976	Prohibits discrimination on racial grounds in the areas of employment, education, the provision of goods, facilities, services and premises.	Employment, provision of goods, services and facilities
	Race Relations (Amendment) Act 2000	Statutory duty on all public bodies to promote equal opportunity, eliminate racial discrimination and promote good relations between different racial groups.	Employment, education, provision of goods, services and facilities.
	Race Relations Act 1976 (Amendment) Regulations 2003	New definitions of indirect discrimination and harassment, new burden of proof requirements, continuing protection after employment ceases, introduces new exemption for certain job requirements.	Employment, education, provision of goods, services and facilities.
	Racial and Religious Hatred Act 2006	An act to make provision for offences involving stirring up hatred against persons on racial or religious grounds	Employment, education, provision of goods, services and facilities.

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Equality Strand	Legislation	Main duties on Local Authority	Scope
Disability	Equality Act 2010	There is a change in definition. The protected characteristic of disability applies to a person who has a physical or mental impairment that has a substantial and long-term adverse effect on their ability to carry out normal day-to-day activities. The act includes indirect discrimination by association and perception. The links to harassment and victimisation have changed. The new positive action provisions enable public sector organisations to take proportionate steps to help people overcome their disadvantages or to meet their needs.	Protected characteristic of disability across all areas.
	Disability Discrimination Act 1995	Outlaws discrimination and disability related harassment against disabled people in employment, the provision of goods, facilities and services or the administration or management of premises.	Employment, provision of goods, services and facilities.
	Disability Discrimination (Amendment) Act 2005	Introduces a positive duty on public bodies to promote equality of opportunity between disabled people and others; to eliminate unlawful disability discrimination and disability related harassment; to promote positive attitudes to disabled people and encourage participation by disabled people in public life and take steps to meet disabled people's needs including more favourable treatment.	Employment, provision of goods, services and facilities.
	Carers (Equal Opportunities) Act 2004	The new Act, gives carers more choice and opportunities to lead a more fulfilling life. The new law places a duty on local authorities to tell carers about their rights. The act places a duty on local authorities to consider whether the carer works or wishes to work, wishes to study or have some leisure activities, when they are carrying out a carer's assessment. It gives local authorities strong powers to enlist the help of health, housing and education authorities in providing support for carers.	Carers
Sexual Orientation	Equality Act 2010	The links to harassment and victimisation have changed. The new positive action provisions enable public sector organisations to take proportionate steps to help people overcome their disadvantages or to meet their needs.	Protected characteristic of sexual orientation across all areas.
	Employment Equality (Sexual Orientation) Regulations 2003	Protects against discrimination on the grounds of sexual orientation in employment, vocational training, promotion and working conditions.	Employment
	Civil Partnerships Act 2004	Provides legal recognition and parity of treatment for same-sex couples and married couples, including employment benefits and pension rights.	Employment, provision of goods, services and facilities.

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Equality Strand	Legislation	Main duties on Local Authority	Scope
Religion or Belief	Equality Act 2010	The links to harassment and victimisation have changed. The new positive action provisions enable public sector organisations to take proportionate steps to help people overcome their disadvantages or to meet their needs.	Protected characteristic of religion or belief across all areas.
	Employment Equality (Religion or belief) Regulations 2003	Protects against discrimination on the grounds of religion and belief in employment, training, promotion and working conditions.	Employment
	Equality Act 2006	Protects access discrimination on the grounds of religion or belief in terms of access to goods, facilities and services	Provision of goods, facilities and services
	Racial and Religious Hatred Act 2006	An act to make provision for offences involving stirring up hatred against persons on racial or religious grounds	Employment, education, provision of goods, services and facilities.
Age	Employment Equality (Age) Regulations 2006	Protects against discrimination on the grounds of age in employment and vocational training. Prohibits direct and indirect discrimination, victimisation, harassment and instructions to discriminate	Employment

Appendix 2: Equality Impact Programme 2010-11

1. Local environment (Business and environmental regulatory services)
2. Economic Partnerships
3. Local Environment (Neighbourhood management)
4. Consultation, communication, engagement and support
5. Economic Development, Tourism & Property
6. Employee well-being and equality
7. Financial Services (Revenues and Benefits)
8. ICT Connect , data and information
9. Legal, Constitution and democratic process
10. Partnerships, policy and performance
11. Pay, conditions and employee relations
12. Planning
13. Sport & Culture
14. Workforce and Member development
15. Housing is now split into four eIAs:
 - eIA 15(a) Homeless Services
 - eIA 15(b) Hostels
 - eIA 15(c) Private Sector Housing Team
 - eIA 15 (d) Housing Strategy

A current and detailed list of all the policies, strategies and functions within each of these impact assessments is available on request.