Equality, Diversity, Fairness and Opportunity Policy

CORMAC Collective

April 2015
V34
### Current Document Status

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<td>Kim Mundy Policy Lead</td>
<td>30 January 2014</td>
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### Version History

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### Comprehensive Impact Assessment Record

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# CORMAC Equality, Diversity, Fairness and Opportunity Policy

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Leadership Commitment

‘CORMAC is committed to promoting fairness and opportunity, working towards developing good practice around equality and diversity outcomes. These outcomes will be aligned to the needs of our stakeholders, clients, customers, workforce and local communities’

The principles of equality, diversity, fairness and opportunity play an important role to enable individuals within our communities to take part in all aspects of life in Cornwall. It is everyone’s responsibility to ensure we have fair, equal and inclusive communities in which we live and work.

CORMAC is committed to improving the quality of life for local communities, supporting its workforce, promoting equality, including eliminating discrimination, harassment, hate crime and will ensure a fair and open access to all services we deliver.

We will strive to embed equality and diversity in everything we do and will seek to challenge and address inequalities across service delivery. At all levels of the company, we recognise the importance of getting this right and are striving to develop consistent, good practice across every aspect of CORMAC to meet our equality objectives.

Arthur Hooper
Managing Director
CORMAC
CORMAC’s Values and Objectives

CORMAC’s Values:

Safe: Ensuring we operate safely, and consider environmental management practices, putting safety first at the heart of our activities.
Decisive: Making the right decision, to do the right thing in a transparent and timely manner.
Progressive: Constantly moving forward, at the right pace and in the right direction.
Fair: Building on our diversity, and treating our staff, customers and partners fairly.
Trust: Believing we will do the right thing, for the business, our staff and the wider community.

CORMAC’s Objectives:

1. Putting safety first in all our activities and minimising our environmental impact.
2. Achieving significant business growth and a sustainable dividend.
3. Providing Flexible services which respond to change.
4. Creating innovation and suitable solutions creating value for money.
5. Supporting local communities through employment and skills development to increase the local economy.
6. Developing meaningful relationships for the longer term success of the business.

Equality, diversity, fairness and opportunity are embedded throughout everything we do to help promote and achieve our core objectives.

Equality Objectives

CORMAC gives the commitment to the following equality objectives which are aligned to our core values and the Equality Framework for Local Government criteria.
CORMAC is also seeking to establish consistent practices to achieve the following objectives;

Objective 1 - Make informed decisions at all levels by using our equality data, demonstrating strong leadership, partnership and organisational commitment.

Data is collected regarding workforce profiling, ethnic monitoring, disability, gender and grades. This type of data is used to make informed decisions and assess any negative impacts or inequalities across service delivery through the use of equality impact assessments where there is a change in policy or a key decision. This data is also reported at Senior Management Team meetings and forms part of overall strategic discussions around the direction of the Company.

CORMAC is establishing a robust system for relevant monitoring and performance review of employment and service data aligned to the performance of the Company.
Objective 2 - Develop greater understanding of our workforce to support their needs and having a skilled and committed workforce.

CORMAC is developing a good understanding of the needs of our workforce and how to support individuals who work for the Company. CORMAC has and continues to focus on having an inclusive workforce which is representative of the communities we serve. CORMAC will continue to deliver equality awareness training as part of the corporate induction process for all employees. We will strive to change culture by encouraging and empowering staff to embed our core values through behaviours, attitudes and in the way we work and interact with partners, communities and customers. CORMAC is seeking to build and develop a positive working environment free from harassment, prejudice, and discrimination.

Objective 3 - Deliver accessible, responsive services and have positive customer care practices in place.

CORMAC log all complaints, compliments and comments made to the Company, and an overview is then reported to the Senior Management Team. Where there are issues around service delivery, these can be quickly resolved. CORMAC are committed to improving a responsive service based on customer experiences and feedback. This is raised through our performance monitoring processes. As part of this objective, CORMAC is developing best practice models around ‘responsible procurement‘ aligned to the social responsibility of the Company.

Objective 4 - Reduce any inequalities in service delivery

New schemes and changes in service delivery consider the equality impacts prior to implementation through the equality impact assessment process. This allows wherever possible any inequality to be raised and addressed at the earliest possible stage. The equality impact assessment process does not fully consider compounded impacts to decisions. CORMAC is adopting an approach around comprehensive impacts to determine wider impacts to the Company; this will allow any inequalities to be fully recognised.

Objective 5 - Work with, and support community groups to develop collaborative ways of working and developing good community engagement mechanisms.

CORMAC is working with local community groups and voluntary sector organisations to help support local communities through the provision of employment and skills development opportunities. CORMAC is also developing meaningful and mutually beneficial relationships, which enable long term collaborative working and engagement with partners and local communities to build community cohesion and capacity. Community engagement plays a vital role in allowing a better understanding of the diversity within our communities across Cornwall. Continuing and developing relationships with our partners and engaging with our communities will ensure that CORMAC works towards effective, community focused outcomes.
Objective 6 - Communicate in an open, honest, transparent and simple way

CORMAC is committed to working in an open, honest and transparent way, and we are seeking to make sure our stakeholders, customers, workforce and the communities we serve are satisfied with the information and services we provide. All communication will be simple, effective and easy to understand. Senior Managers are encouraged to talk openly and honestly about equality issues and develop a Company where challenges to any discrimination can be done so in a comfortable way. CORMAC will broaden engagement with the community through use of social media and other mechanisms.

Governance

Managing Director

It is the responsibility of the Managing Director to ensure that equality and diversity, fairness and opportunity are embedded in everything CORMAC delivers and to provide challenge and address inequalities across service delivery. The Managing Director has ultimate responsibility for ensuring that we comply with the appropriate legislation, policies and standards in relation to this agenda.

Executive Directors

The Executive Directors are responsible for their portfolios as determined by the Managing Director, and shall be responsible for ensuring relevant equality policies are implemented effectively.

The Executive Directors are also responsible for working with partners and key stakeholders to develop cohesive communities and build community capacity and resilience across Cornwall. They are also responsible for ensuring that adequate resources are available for the implementation of equality and diversity within CORMAC.

Strategic Leadership Team (SLT)

The Strategic Leadership Team are responsible for providing leadership and guidance to their Senior Managers and teams to ensure CORMAC comply with the appropriate legislation, policies and standard in respect of equality and diversity, and that fairness and opportunity is promoted.

SLT has overall responsibility to ensure that CORMAC;

- Has appropriate resources, structures, systems and processes in place to support equality, diversity, fairness and opportunity within the business and local communities;
- Appoints a member of SLT to lead on this agenda (Organisational Development Manager);
- Supports the implementation of any appropriate learning and development for staff;
• Identifies, monitors and has access to legal and other requirements that are applicable to the equality and diversity aspects and impacts of its activities, products and services;
• CORMAC has a skilled and motivated workforce that reflects the profile of Cornwall’s communities and is confident at delivering high quality customer services;
• Staff understand their rights and responsibilities, feel engaged and involved in the business and have the right skills and knowledge to deliver the equality agenda.

CORMAC is represented on the Alternative Service Delivery (ASD) Equality and Diversity Group, which is a mechanism for the ‘Cornwall family’ of externally trading companies to meet. The group meet to share issues and good practice and to ensure that actions are aligned to that of Cornwall Council.

Sub-contractors

Every effort will be made when subcontracting work to ensure that equality and diversity practices are in place. Where contracts have been issued via a formal procurement process, checks will be completed as part of that process.

Implementation

CORMAC have in place an Equality, Diversity, Fairness and Opportunity Action Plan, which will be reviewed annually alongside this policy. The action plan outlines specific key areas to focus attention, ensuring consistent and robust practices are in place. Delivery of the action plan will raise the profile of the agenda and will seek to increase knowledge and understanding around equality issues.

Training Requirements

It is the requirement of the Company that all Senior Managers and Directors have a consistent and good understanding of equality issues, demonstrated through completing the relevant basic equalities training packages available. CORMAC have a large proportion of employees who do not have access to e-learning training and alternative methods are used to disseminate key messages e.g. toolbox talks to these employees.

Managers and staff have access to ‘equality essentials’, which is an e-learning package. This package is suitable for every level of the Company and covers key definitions and basic legislation and awareness around protected characteristics and gives an overview of equalities understanding. Face to face training is also available for those harder to reach employees, who are not on the network system or for whom e-learning is difficult to engage with.
Communication

Raising the profile of equality across the company is a key priority. This will be targeted through a number of different communication methods;

- COReMatters Newsletter
- Specific workshops at ‘Senior Management Team’ meetings e.g. Prevent
- Toolbox Talks
- Metacompliance

Review

This policy will be subject to review annually every April to ensure it is still effective and having the required impact, unless there is significant legislation changes which would warrant a more immediate review to be undertaken. The review will also consider local and national best practice approaches. Following the annual review adjustments to this policy may be necessary.