



COLLEGE POLICY STATEMENT

Policy Number: 1F

Issue Number: 9

Policy Title: Single Equality Scheme (Equality and Diversity Policy)

Date of Next Revision: September 2014 Page 1 of 17

Scope- The Equality Act 2010 harmonises previous equality legislation into one Act.

Policy Statement-

Previous legislation includes:

- Sex Discrimination Acts 1975, 1986, 2001
- Gender Recognition Act 2004
- Equal Pay Act 1970 and Amendment 2003
- Disability Discrimination Act 1995 and Amendment (SENDA) 2001/DDA 2006
- Civil Partnership Act 2004
- Race Relations Act 1976
- Rehabilitation of Offenders Act 1974
- Human Rights Act 1998
- Equality Act 2006
- Various Amendment Regulations and European legislation

The Equality Act 2010 protects individuals from discrimination and harassment based on "Protected Characteristics" The Protected characteristics are:

- Age
- Disability
- Gender Reassignment
- Pregnancy and maternity
- Race
- Religion or belief
- Gender
- Sexual orientation
- Marriage and Civil Partnership

For Somerset College the categories of people covered are:

- Prospective students
- Current Students
- Former Students
- Disabled people who are not students but who hold or have applied for qualifications conferred by Somerset College
- Visitors
- Staff

For all individuals, with due regard to the protected characteristics, Somerset College has a duty to:

- Eliminate discrimination, harassment and victimisation
- Advance equality of opportunity
- Foster good relations



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Statement from the Principal

Equal Opportunities aim to ensure that no group or individual receives less favourable treatment by virtue of one's skin colour, race, gender, ethnic origin, disability, age, class, sexual orientation, religion, culture or faith, pregnancy and maternity status or gender reassignment (The Protected Characteristics) thereby enabling all people to have equality of access to the provision of goods, services, facilities, premises and employment.

Somerset College means to reduce and eliminate disadvantage, harassment, bullying, prejudice and discrimination by following legislation and taking positive action.

Somerset College commits itself to promoting good practice and ensuring that the procedures and conduct of all staff give weight to this scheme which covers all areas of College activity, putting equality and diversity at the heart of the organisation benefiting all.

Somerset College encourages learners to take an active role in promoting equality of opportunity both in their studies and in general college life.

Through the scheme the college has set challenging targets and will strive to achieve these whilst aiming to extend our own expectations, which enables others to fulfil their true potential.

Rachel Davies

Principal and Chief Executive

Our Vision

- Every Learner will excel and develop their talents and potential for employment, independence and life
- Somerset College will be a catalyst for economic and social change in Taunton and Somerset

Our Aims are to:

- Provide educational opportunities for all ages in applied vocational learning and skills training for those aged 14 years through to further and higher education and employment.
- Be a recognised centre for higher education and excel as a college recognised regionally, nationally and locally for our specialist areas
- Be the provider of choice for employer based training and employment based solutions for innovation, enterprise, development and growth
- Excel at student success and achieve a local, Regional and national reputation for quality
- Be pivotal to greening the economic environment of Taunton Deane and Somerset Statement of Values



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Somerset College is a learning community that:

- encourages all its members to embrace challenging learning goals to realise their full potential as citizens in a global world
- strives for excellence
- recognises, honours and reinforces the self worth of all
- recognises the dignity of difference and our dependence on one another as citizens in a global setting
- promotes the principles of sustainability
- respects the rights and responsibilities of individuals within the College and the wider community
- affirms the spiritual, moral, social and cultural dimension of the College experience
- is committed to ensuring that fairness and integrity underpin everything that the College does

One College – Equality and Diversity Statement

Somerset College ensures all its members enjoy and respect equality of opportunity.

- People's ability to achieve their potential is not limited by prejudice or discrimination
- There is respect for and protection of each individual's human rights
- There is respect for the dignity and worth of each individual
- Each individual has an equal opportunity to participate in society
- There is a mutual respect between groups based on understanding and valuing diversity and on shared respect for equality and human rights

All people working or studying at the College have a responsibility for upholding these values.

The Equality and Diversity Policy document is intended to give a common-sense approach to the rights and responsibilities of all members of the College community.

Somerset College actively promotes equality and diversity for all, both staff and learners, by removing barriers to education, training and employment opportunities, thereby widening access through a flexible and inclusive culture.

The College will:

- champion Equality and Diversity
- consult with stakeholders in the formulation and implementation of this policy
- take positive action to promote equality of opportunity
- impact assess our policies, procedures and publications
- investigate complaints of discrimination or harassment and take prompt and appropriate action
- monitor and report on the learner and staff profiles in terms of the protected characteristics in comparison with local, and where available, national benchmarks



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- publish our progress in achieving our Equality and Diversity aims
 - ensure that all members of the College, contractors, visitors and work placement providers are responsible for complying with the College policy
 - inform all people that discrimination is not acceptable
 - stop discrimination, victimisation or harassment and take positive action when it occurs
- Equality and Diversity applies to all of the College activities, services we use, placements, work experience and visits. It applies to all College sites.

General Rights and Responsibilities

All learners, staff and visitors have the right to be treated fairly and with respect. Respect should be shown to others both in College and when representing the College. Staff and learners will be made aware of the Equality Act 2010, The College Equality and Diversity policy and expectations.

The following are examples of behaviour which the College regards as unacceptable and which the College would investigate fully under the appropriate procedure (i.e. the relevant Disciplinary Procedure for Staff/Learners) as appropriate – this is not an exhaustive list

- Physical assault
- Verbal abuse (e.g. threats, insults, name calling, sexist, homophobic or racist remarks, disability discriminatory jokes, teasing, etc)
- written abuse (e.g. wearing racist/sexist badges, displaying racist/sexist materials, texts/ texting)
- threatening behaviour (e.g. against anyone because of their Protected Characteristic)
- displaying or circulating in the college any magazines, posters, leaflets, comics, electronic media, texts/ texting, video or audio materials which are sexist, racist or offensive regarding disability, sexual orientation or religion (apart from vetted materials which are to be used to actively promote equality of opportunity)
- ridicule of others
- refusal to co-operate with, or support, others because of the protected characteristics
- recruiting for any extreme organisation or groups whose aims are to incite and/or encourage discrimination
- inciting others to behave in a racist, sexist or other unacceptable manner
- racist, sexist or other unacceptable comments
- any behaviour which may cause harassment to another
- assembling in a group or gang that appears intimidating to others
- use of Social media (for example Facebook, Twitter) to harass another individual or group

Breaches of the Policy by learners, staff or visitors may result in disciplinary procedures that can lead to exclusion from the College or dismissal.

The College will create an environment in which positive relations are fostered. The College undertakes to provide:



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- appropriate training and support to create a positive, inclusive ethos
- a shared commitment to challenging and preventing stereotyping and discrimination
- respecting diversity and difference
- encouraging good relationships between people of different groups

Somerset College has specific duties to:

- prepare and maintain a Single Equalities Scheme
- assess the impact of its policies on learners and staff
- monitor the admission and progress of learners and the recruitment, and career progress of staff
- set out the College's arrangements for publishing the results of assessments and monitoring and, where reasonably practical, publish annually the results of assessments and all monitoring that takes place

Specific responsibilities under the Single Equalities Scheme

All staff are responsible for:

- ensuring that they are aware of Somerset College's statutory duties in relation to race legislation and that they work within the College's Equality and Diversity policy
- providing evidence of their compliance with this policy and can account for their work in implementing this policy

The Board of the Corporation is responsible for:

- making sure that the institution meets all the requirements of the Equality Act 2010 and meets all its duties, including the general duty and specific duties
- making sure that the Single Equality Scheme and its procedures are followed
- ensuring that the membership of the Board of the Corporation reflects the diversity of the community served by Somerset College
- ensuring that the College's Strategic Plan includes a commitment to Equality and Diversity
- ensuring that equal opportunities training features as part of the college's Strategic Plan
- monitoring information through the Equality Assurance Committee

The Principal and Chief Executive is responsible for:

- taking the lead in creating a positive, inclusive ethos that challenges discriminatory behaviour on the part of managers, staff and learners
- giving a consistent and high profile lead on Equality and Diversity
- promotes Equality and Diversity inside and outside the Institution
- making sure that the Single Equalities Scheme and its procedures are followed by all



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The Senior Leadership Team (SLT) are responsible for:

- ensuring that they are aware of the College's statutory duties in relation to the Single Equalities Scheme
- putting the Policy and its strategies and procedures into practice
- ensuring that all of the SMT staff know their responsibilities and receive support and training in ensuring they carry out these responsibilities in relation to equality and diversity
- ensuring learner monitoring information is collected and analysed
- setting targets for recruitment, retention and achievement of learners based upon the analysis of the data that is brought to the Equality Assurance Group
- ensuring internal verification procedures include sampling of Protected characteristic groups
- assessment of curriculum areas in relation to Equality and Diversity, and to take appropriate action where necessary
- ensuring that learner induction programmes and tutorial programmes reflect the College's commitment to promote equality of opportunity
- ensuring that contractual partners have an equality and diversity policy
- following the relevant procedures and taking action against staff or learners who discriminate for reasons relating to the protected characteristics.
- teaching and learning observation reports, which include criteria on equal opportunities where appropriate

The Human Resources Team are responsible for :

- ensuring that the Human Resources team are aware of the College's statutory duties in relation to race legislation and employment
- ensuring that the procedures for the recruitment and promotion of staff enshrine the best practice at all times within equal opportunities
- employee data monitoring is collected and regularly analysed
- setting the targets on the recruitment and promotion of staff based upon the analysis of data monitoring information
- providing appropriate training and development to support the appreciation and understanding of diversity right across the College
- ensuring Somerset College's disciplinary procedures make provision for wilful or recurrent non-compliance with the Equality and Diversity Policy
- monitoring overall staff opportunities, performance and satisfaction in relation to diversity profiles and for providing regular reports to CMT, the Board of the Corporation, the Curriculum & Quality Committee, and the Equality Assurance Group
- including Equality and Diversity as part of the Performance Development Review (PDR) process
- ensuring recruitment policies and procedures actively support equality of opportunity; all appointment panels will include at least one member who is trained in equality and diversity recruitment practice
- ensuring each employee's written terms and conditions of employment includes a statement



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that commits the employee to compliance with all college policies and that a failure to do so may result in disciplinary action

- checking that as part of their induction, all staff will be made aware that any harassment individuals or groups will be treated not only as a breach of college regulations but may also be a breach of civil or criminal law
- making sure that existing staff within the protected characteristics will be encouraged to compete for appointments and promotions
- ensuring that staff who attend training courses will be monitored
- additional staff development being provided to raise awareness of the special training needs of different groups and individuals
- making certain that newly appointed staff will attend an induction programme that incorporates equality and diversity awareness training within the first 3 months of service
- ensuring that every member of staff will attend equality and diversity and protection from harassment training every five years
- recording the names of all staff who receive staff development database training

Staff and job applicant data will be collected:

- at each stage of recruitment including shortlisting and interviewing stages
- on appointment
- promotion
- staff development
- return rates from maternity/adoption/career breaks
- pay levels
- appraisals
- grievances, disciplinary, capability proceedings and redundancy situations
- flexible working requests (for dependents and caring responsibilities)
- exit questionnaires/reasons for leaving

Teaching Staff will:

- have equally high expectations of all learners, irrespective of the Protected Characteristic
- ensure the curriculum meets the needs and reflects the diversity of our learner body and communities and includes the different backgrounds
- use teaching and learning materials and content, which are non discriminatory (with the exception of literacy materials) and include positive images of groups pertaining to the Protected Characteristics
- teach in a way that respects ethical standpoints of learners
- adopt a range of teaching methods and learning styles which allows for differentiation to support all learners
- create a classroom ethos and learning environment which is inclusive, enables all learners to feel comfortable and realise their potential
- ensure that every learner considers the implications of prejudice to their chosen area of study



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- provide guidance and referrals of learners to Additional Learning Support provision
- adopt marking policies and assessment methods which treat learners impartially and do not discriminate against ethnic minorities
- standardise marking systems and share criteria with learners
- take appropriate and immediate action in the event of incidents of harassment or discrimination and if necessary, alert or involve senior staff
- ensure that admissions criteria for the course (including entry tests) do not discriminate unfairly against individuals
- address any issues of under-representation by protected group
- introduce learners to the equality policies and procedures at induction and in tutorials
- ensure that learners are aware of their entitlements and responsibilities as part of the college commitment to equality
- ensure that learners are aware of their responsibilities and rights in respect of unfair discrimination, harassment and bullying and of the procedures for making complaints
- take appropriate and immediate action in the event of incidents of harassment or unfair discrimination
- be aware of the variety of learners' personal circumstances and difficulties which may impede study
- provide guidance and referrals to additional learning support and learner advice facilities
- institute a formal programme of individual learners induction in which learners' individual learning styles are noted
- follow up learners who leave the course early and identify the reasons and possible strategies for addressing these
- facilitate the carrying out of learner surveys to ascertain views on Equality and Diversity issues (findings to be acted on by the College and by the Equality Assurance Steering Group)
- monitor outcomes and progression by ethnic group, first language and nationality and produce course targets and strategies to address any imbalances
- address equality issues and inclusive learning in course self-assessments, action plans and other monitoring
- ensure that staff are aware of the equality and diversity policy and single equalities scheme and of their specific responsibilities and that they carry these out (as specified above)
- ensure that plans for new courses and curriculum development take account of the needs of all groups in the community and in the College, e.g. course provision, levels of course (whole-college issue)
- be kept informed of whole college race equality developments and disseminate this to staff
- inform and consult staff on college race equality developments (e.g. policy review) via staff meetings
- ensure that equality issues and inclusive learning are addressed in course reviews
- address equality issues and inclusive learning in self-assessments and produce appropriate action plans and targets
- use the enrolment data reports to review the Curriculum Areas' learner profile and produce plans and targets to recruit people from all sections of our community
- disseminate good equality and diversity practice



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- address equality issues and inclusive learning in staff appraisal
- ensure that staff training incorporates equality issues and inclusive learning wherever possible
- ensure that curriculum areas' ethos reflects the variety of learners' backgrounds/cultures
- ensure that time-tabling of classes, as far as possible, meets learners' needs, e.g. childcare responsibilities, need for part-time employment
- ensure displays and provision of equal opportunities leaflets, copies of policies etc
- ensure notices and information on display boards cater for the needs and interests of the whole range of learners

Admissions staff will ensure that:

- written entry criteria and procedures will be free from any form of unfair discrimination
- impartial guidance is provided for all applicants to ensure their placement on courses that offer them success and progression
- learners are selected on the basis of ability and aptitude
- as part of their induction, all learners are made aware that any harassment is not only a breach of college regulations but may also be a breach of civil or criminal law

Marketing and Publicity staff will ensure that:

- all marketing, displays and course information will promote equality of opportunity, be free from explicit or implicit unfair discrimination, challenge stereotypes and promote diversity
- positive images of the protected characteristic will be used in all illustrated documents and incorporated into case studies
- marketing materials will be provided for specific groups; alternative versions will be provided when required
- they will challenge stereotyping and foster diversity through the decoration and displays within College premises

Registry staff will ensure that data is:

The College Management Information System will ensure that data relating to the protected characteristics is recorded, stored, processed and readily available.

The College will use this information in equality impact assessments to ensure that:

- no individual or group is disadvantaged
- identify where equality of opportunity can be promoted
- investigate underlying causes
- remove any unfairness or disadvantage



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Learning Resources Service will:

- ensure that learning resources promote the benefits of equality and diversity, present positive images of ethnic minorities
- provide assistance for those in need of support in the use of resources because of their nationality, first language or ethnic group
- provide positive images of individuals and groups from different backgrounds in the print room and refer materials back to the sender where illustration or layout do not conform to best Equality and Diversity

Cross college services will:

- ensure that its front line staff are well versed in supporting diversity through good customer care and assistance
- provide accommodation, when possible for religious observances and quiet reflection

Contractors and Service Providers

When we contract with or outsource to external organisations, the duty to promote Single Equalities is passed to that organisation. All contractors and providers of services are responsible for adhering to the College Single Equality Scheme, and any equality conditions in contracts or agreements.

Learners are required to:

- treat everyone politely and fairly, making them feel welcome in the College
- use language carefully and not say rude, hurtful or untrue things about other people
- ensure display materials they use does not offend others
- report to reception staff any graffiti which attacks or insults other members of the College and its communities
- resolve differences and disagreements amicably

Impact Assessments

An Equality Impact Assessment (EIA) is a detailed, systematic analysis of the effects of a current or proposed policy, procedure, plan or practice, to see whether it has or will have a differential impact on grounds of equality aspects. An impact assessment should identify if equality can be promoted and includes consideration of how the duties can be built into policies, procedures, plans and practices.

An EIA should be carried out by the respective lead staff member when:

- a) Developing a new policy, procedure, plan or practice



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- b) Reviewing an existing policy
- c) Policies, strategies or projects have been identified by relevant Committees or by SLT as specifically requiring an EIA

Where a negative impact or a missed opportunity to promote equality of opportunity is identified, the College will consider modifying the policy or practice.

The 5 stages to an EIA are:

- i) Timetable the EIA for all policies, procedures, plans and practice to determine priority within each Area
- ii) Assess each Policy's likely impact by carrying out an initial EIA
- iii) Conduct a full EIA including communication and consultation for policies with a High

Negative Impact

- iv) Develop Equality Objectives for policies with a High Negative Impact
- v) Publish results – summary results will be published annually

Impact Assessment and Information

The college's activities are organised into the following areas:

- 14-19 education and training
- 19+ education and training
- Higher Education
- Apprenticeships
- Business Development
- School Link programmes

The College has an impact assessment procedure which aims to assess the positive impact of our equality and diversity agenda within the organisation in all areas of our work. In addition the purpose of the impact assessment will be to measure the effectiveness of our actions and activities and to inform further developments. To support this process staff will be trained in how information is collected and how to use it. This will be part of the annual review process.

We have an inventory of all our published College policies, procedures and guidelines. A schedule of impact assessment has been drawn up and will be completed by July 2011. A rolling programme of assessments will then be created to ensure continuous monitoring and promotion of equality to eliminate discrimination and enhance diversity.

Findings from the impact assessing activity will inform the action plan to implement the single equality scheme. This will involve and be in agreement with the Equality and Diversity Action



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Group and the focus groups. The scheme and action plan will be placed on the college's website and intranet.

Communication

This policy will be made available in hard copy, on the College intranet and website and monitoring will be summarised annually for the Board of the Corporation.

The Equality and Diversity Policy statement will appear on appropriate publications, promotional information and advertising, as appropriate.

Statistical data will be collected and published through the annual report to the Board of the Corporation and for learners in the form of a newsletter.

The Self Assessment Report will reflect the work of the College in terms of Equality and Diversity.

Complaints

Discrimination, victimisation or harassment on the grounds of the protected characteristics is unacceptable.

Deliberate acts of discrimination will be treated as disciplinary offences and will be dealt with in accordance with the college's Disciplinary Procedures.

Individuals may draw allegations of discrimination, harassment or abuse to the attention of the College by:

- the College's Formal Complaints Procedure process for Staff, Learners and External Individuals
- the Grievance/Disciplinary Procedure process for staff to instigate
- reporting and Reviewing the Single Equality Scheme for staff to instigate

Monitoring our progress

Somerset College will monitor relevant information to ensure that its commitment to Single Equality is being realised. Such data will also be used to set targets and measure our progress in achieving them.

Somerset College undertakes, once the results of monitoring are available, to consider targets and actions to address any disadvantage of learners or employees. If monitoring reveals that a specific group is disadvantaged, targets will be set to eliminate this.

Data that is collected will cover the following:



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For learners:

- Protected characteristic group profile of learners
- Application, success and failure rates for admission to courses
- Retention rates
- Attendance rates
- Achievement of learners
- Progression of learners
- Work placements, including success rates, satisfaction levels and job offers
- Disciplinary action and outcomes
- Complaints by learners or their sponsors
- Learner and learning support usage

For staff:

- Protected characteristic profiles of employees by grade, salary scales and type of work
- Job application rates
- Composition and training of interview panel members
- Selection panel success rates
- Type of contract, permanent or temporary
- Length of service
- Training, staff development opportunities and participation
- Staff performance via the appraisal scheme
- Staff promotion, applications and success rates
- Grievances, disciplinary, capability proceedings and the outcomes
- Exit interviews

The Equality and Diversity Assurance Group (EDAG)

The Equality and Diversity Assurance Group (EDAG), monitors the activities of the College and makes recommendations to the Senior Leadership Team (SLT) and Board of the Corporation. This group is chaired by a member of the Executive, and includes one member of the SLT, one Governor, one lecturer, one representative from Human Resources, one support staff member, one learner.

This group will:

- promote practices that ensure a College environment in which equality and diversity flourishes
- ensure all relevant College policies meet the criteria established in this policy
- arrange for equality audits / health-checks / data monitoring of working practices to take place
- ensure consultation is carried out on the experiences of staff and learners in terms of equality and diversity and use feedback to inform target setting
- benchmark best practice



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- Set targets to accomplish legislative duties
- Report annually on College compliance of this policy
- Offer advice to areas of the College that require positive action projects to meet the targets and legislative requirements

Action Planning

Using all available internal and external information Somerset College will develop annually an action plan for each of the Protected Characteristics. The Action Plan will be a key focus of the EDAG. The aim of the Action Plan will be to:

- Close the achievement gap between different groups
- Ensure student and staff recruitment reflects our community
- Further promote a positive attitude towards Equality and Diversity

Reporting

The Somerset College Annual Report to the Governors will summarise the key actions that the College has taken towards the achievement of the Equality throughout the academic year. This publication will be made available to all staff.

Reviewing

The Single Equalities Scheme will be formally reviewed every three years to assess its effectiveness. Regular monitoring of the Single Equalities Scheme action plan will take place to ensure Somerset College completes impact assessments and complies with equality legislation and codes of practice.

Guidance and Support

Guidance and support will be provided to staff and students to ensure the College's commitment to equality is fully achieved. Support may include training events or the provision of information. Better informed staff and students will aid the development and analysis of the Single Equalities Scheme and all equality practices throughout the College.

Staff will be provided with information on Equality and the College's Single Equalities Scheme at recruitment, induction, in the staff newsletter and at CPD events throughout each year. Equality & diversity will also be mainstreamed into formal management development events such as appraisal skills, recruitment skills and line management training. Students will be provided with information at various stages throughout their course but particularly during induction and the Equality & Diversity Theme Week.

Consulting Stakeholders

The College is committed to listening to the voices of:

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- Learners
- Staff including Trade Unions
- Local Community
- Employers

to ensure change in behaviours and attitudes and promote the equality agenda to the benefit of everyone. The college will work with these people to assess the progress towards the college's aim to embrace its community.

Formulation – This policy statement was reviewed by the Director of Student Services and disseminated for approval to the College Governors, Senior Leadership Team, the College Consultative Forum, Learners through focus groups, staff and the Equality and Diversity Assurance Group (EDAG). The review was due to the introduction of the Single Equality Scheme and the Equality Act 2010.

Review - This policy will be reviewed within three (3) years of the approval date or as required in response to changes in legislation, college organisation or the effectiveness by the EDAG.

Authorised by

Approved by

.....
Director of Student Services.....
The Principal

Date

Date

Appendix 1**Single Equalities Action Plan 2010 -2012**

Theme	Key Action	Person Responsible	Achievement date	Success Measure
SRA of learners who declare themselves as "Black Other"	<ul style="list-style-type: none"> • To scrutinise and understand the impact of teaching and learning in particular divisions in relation to BME groups and take action to address them 	Director of Student Services	31 July 2011	Increase in the success rates of learners who are BME
SRA of learners who disclose a	<ul style="list-style-type: none"> • Screen applications of learners 	Learning Support and	Sept 2011 (success of	Learners with disclosure of



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disability	disclosing Mental Health issues/EBD and ASD <ul style="list-style-type: none"> Ensure appropriate IAG and multi-agency approach through application and enrolment 	Disability Equality Officer	learners 2011/2012)	disabilities are successful on level with their non-disabled peers.
Learners/staff confidence in challenging and reporting discrimination	<ul style="list-style-type: none"> Focus groups with learners addressing key findings of report Training for staff that addresses the need to challenge discrimination 	Director of Student Services	Jan 2011	Learners and other stakeholders are clear about the College's position on discrimination and harassment
Cohesive collection and monitoring of data in relation to E + D issues	Equality Assurance Group to provide cohesive platform for collection and monitoring of all data relating to E+D.	Chair of Equality Impact Group	Feb 2011	The College is assured that data relating to E+D is understood and the actions implemented address and reduce in- equalities
Monitoring of all groups under the Equality Act 2010 and other vulnerable learners	<ul style="list-style-type: none"> Gather data and understand how the learning environment might marginalise individuals and groups of learners who have "protected characteristics" under the Equality Act 2010 Divisions to set challenging targets to respond to differing needs within the curriculum areas Start collecting and 	Director of Student Services HoDs Director of	April 2011	Narrowing of the differences between learners and their peers in relation to their "protected characteristics"/ vulnerable status



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Theme	Key Action	Person Responsible	Achievement date	Success Measure
	monitoring outcomes for LAC and those leaving care	Student Services		

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