

Environmental Services

Diversity Action Plan February 2009 – March 2010

1. Introduction

Environmental Services is committed to ensuring our employment practices develop and maintain a diverse and inclusive workforce. In December 2008 we conducted diversity screenings and a diversity impact assessment on the services we deliver. The diversity impact assessment aimed to identify actions we could incorporate to meet our various diversity legal obligations, reach Level 4 of the Local Government Equality Standard and importantly ensure our services meet the diverse needs of our community.

Our Diversity Impact Assessment has helped our Service to identify a range of diversity objectives for 2009-2010 which are identified below in our Service Diversity Action Plan 2009/2010. Our Service Diversity Action Plan is linked to our Service Plan and will be reviewed by the Head of Service on a six monthly basis.

2. Overview of Environmental Services

Environmental Services consists of the following functions:-

Commercial Regulation

- Food Safety matters in relation to the hygiene of food premises which entails keeping an up-to-date register of all food premises in the district and inspecting all such premises on a rolling programme; investigating food complaints; carrying out food sampling including investigation of infectious diseases
- Health and Safety matters including the inspection of work places, the investigation of accidents, complaints and occupational diseases.
- Animal Welfare issues including the inspection and licensing of animal boarding establishments; dog breeding establishments; pet shops, riding establishments, dangerous wild animals and zoos and the investigation of complaints relating to such premises.
- Infectious Disease investigation of individual food poisoning cases and outbreaks of food and water borne infectious diseases with a view of preventing the spread of such diseases.

- Skin Piercing activities including the registration and inspection of premises carrying out the practice of acupuncture, the business of tattooing, semi permanent skin colouring, cosmetic piercing (including ear piercing) and electrolysis and the investigation of complaints relating to such activities or premises.
- Sunday Trading regulates the opening of large shops on Sundays and Christmas Day.
- Enforcing the No Smoking requirements for enclosed public places and workplaces.
- Providing advice and assistance to businesses, the public and other Divisions within the Council on all Commercial Regulation issues.
- Providing promotional and Education information on Commercial Regulation Issues.
- Provides Advice, carries out risk assessments and accident investigations on corporate health and safety for all staff in the Environmental Services Division.

Environmental Protection

- Air Quality issues including a two year rolling programme of reviews which may include monitoring; permitting of specified industrial processes; dark smoke emission from trade and business premises; smoky vehicle reporting and testing.
- Statutory Nuisances investigations including smoke, fumes or gases, dust, steam or smell, noises from premises, noises from vehicles, machinery or equipment in a street, artificial light.
- Identification and Remediation of Contaminated Land.
- Pest Control – a free service is provided for the treatment of rats and mice in private homes and the Council has negotiated a reduced fee with our Pest Control Contractor if residents require assistance with wasps and other insects.
- Monitoring of Waste Transfer Stations and Waste Disposal Sites.
- Burials and Cremations – assisting when a person dies where there are no next of kin or other arrangements in place.
- Support and consult other divisions within the Council regarding matters that relate to Environmental Protection.
- Providing advice and information to promote a safe and healthy environment.

Licensing

- Drafts and consults on the Council's Licensing policy in respect of alcohol, entertainment and gambling in accordance with Statute.
- Processes applications and issues licences, certificates and permits that may be required in respect of the Licensing Act 2003 and Gambling Act 2005; gaming on licensed premises (ie. Amusement with prize machines); charitable collections, lotteries, street trading, sex establishments, scrap metal dealing and motor salvage.

- Arbitrates licensing disputes and arranges committee hearings on licensing issues where necessary.
- Participates in and contributes to partnerships with Drug and Alcohol Abuse Reference Group and Essex Licensing Officer's Forum.
- Liaises and acts in partnership with statutory partners in enforcement of the relevant legislation.
- Supports Essex Police in the delivery of the '*Safer Bars Award*' scheme.

Recycling

- Kerbside residual (domestic) waste collections for approximately 34,282 properties.
- Kerbside collection of dry recyclables – paper, cardboard, glass, food/drink cans, plastics for approximately 33,345 properties.
- Kerbside collection of compostables- food and garden materials for approximately 30,445 properties.
- Recycling from bring banks.
- Collection of bulky items.
- Collection of electrical goods (white goods, etc).

Street Cleansing includes:-

- Footpath and channel sweeping and litter collection.
- Collection of leaf fall.
- Litter bin and dog bin emptying and cleansing.
- Removal of graffiti.
- Removal of fly posters.
- Removal of fly tipped rubbish.
- Removal and disposal of abandoned and untaxed vehicles.
- Removal of dead animals from highways.
- Kennelling abandoned dogs.

Ground Maintenance includes:-

- Maintenance of public open spaces.
- Urban and rural roadside verges.
- Sports facilities.
- Children's play facilities.

Woodlands

- Managing the district's four woodlands, including the Hockley Woods Local Nature Reserve.
- Management of all public open spaces, car park and cemetery trees.
- Maintenance of all trees in Council and Sheltered Scheme housing.
- Responsibility for tree preservation order management.
- The design and project management for the new Cherry Orchard Jubilee Country Park.
- Advising the Council's Planning & Development Control Section on the possible ecological impacts of new development applications.

Administration

- Provision of a full range of administrative support for the professional and technical staff in the Environmental and Community Services Divisions
- Provision of front-line customer services covering all aspects of the Divisions' responsibilities.

3. Employment

Environmental Services will ensure the Council's employment practices, policies and procedures comply with the statutory duties of the Race Relations (Amendment) Act 2000, as set out in the Councils Race Equality Scheme, the duties under the Single Equality Act (Gender Equality Scheme), The Employment Equality (Age) Regulations 2006 and our duties under the Disability Discrimination Act 1995 & 2005 (Disability Equality Scheme). This includes the statutory duty to train all staff on the amended Race Relations Act, ensuring they maintain high quality advice, information and support service to all internal and external customers, and assisting them to comply with equalities legislation.

4. Environmental Services Diversity Action Plan

Environmental Services has developed an action plan which contains actions which were identified in our service based diversity impact assessment. The objectives aim to develop improvements across the service with the aim of developing a more inclusive service.

Environmental Services Diversity Action Plan February 2009 to March 2010

| Outcome | Objectives | Lead | Resources | Deadline | Progress |
|--|---|--|------------|------------|----------|
| 1. Data collected and used in the development of policies and plans. | a. Include a question on disability on all questionnaires/surveys. | Head of Environmental Services | Staff Time | March 2010 | |
| | b. Use diversity questionnaire for formal complaints and compliments. | Head of Administrative and Member Services | Staff Time | Nov 2009 | |
| | c. Develop database to collate diversity data from customer surveys, formal complaints and compliments. | Head of Environmental Services | Staff Time | Sept 2009 | |
| | d. Analyse diversity data collected during surveys, formal complaints and compliments. | | | Dec 2009 | |
| | e. Use diversity data collected during the telephone customer satisfaction surveys, formal | Head of Environmental Services | Staff Time | Mar 2010 | |

| Outcome | Objectives | Lead | Resources | Deadline | Progress |
|---|---|---|---|---|----------|
| | complaints and compliments to develop policies and plans. | Head of Environmental Services | Staff Time | | |
| 2. Ensure all contractors provide required evidence of meeting RDC's Equalities and Diversity policies. | <p>a. Examine existing contracts for compliance with diversity law.</p> <p>b. Raise awareness of diversity liabilities with existing contractors.</p> <p>c. Provide a diversity clause in all new contracts.</p> <p>d. Make new contractors aware of diversity liabilities.</p> | <p>Head of Legal Services</p> <p>Head of Legal Services</p> <p>Head of Legal Services</p> <p>Head of Legal Services</p> | <p>Staff Time</p> <p>Staff Time</p> <p>Staff Time</p> <p>Staff Time</p> | | |
| 3. Ensure all future policies and plans support our diversity vision. | <p>a. Carry out a diversity impact assessment at the time of policy and plan reviews.</p> <p>b. Use diversity data to develop policies and plans.</p> <p>c. Ensure policies and plans demonstrate our commitment to</p> | <p>Head of Environmental Services</p> <p>Head of Environmental Services</p> <p>Head of Environmental Services</p> | <p>Staff Time</p> <p>Staff Time</p> <p>Staff Time</p> | <p>Mar 2010</p> <p>Mar 2010</p> <p>Mar 2010</p> | |

| Outcome | Objectives | Lead | Resources | Deadline | Progress |
|---|--|--------------------------------|-----------------------------|------------|----------|
| | diversity. d. Consult proposed policies and plans with staff and representative business groups | Head of Environmental Services | Staff Time | Mar 2010 | |
| 4. Ensure that all promotional materials are available in alternative formats | a. Use diversity data to establish which formats are required b. Factor additional resources into budget requirements | Head of Environmental Services | Staff time Financial | March 2010 | |

Information and Customer Services Diversity Action Plan February 2009 – March 2010

1. Introduction

Information and Customer Services are committed to ensuring our employment practices develop and maintain a diverse and inclusive workforce. In December 2008 we conducted diversity screenings and a diversity impact assessment on the services we deliver. The diversity impact assessment aimed to identify actions we could incorporate to meet our various diversity legal obligations, reach Level 4 of the Local Government Equality Standard and importantly ensure our services meet the diverse needs of our community.

Our Diversity Impact Assessment has helped our Service to identify a range of diversity objectives for the period February 2009 – March 2010, which are identified below in our Service Diversity Action Plan. Our Service Diversity Action Plan is linked to our Service Plan and will be reviewed by the Head of Service on a six monthly basis.

2. Overview of Information and Customer Services

The key services delivered by Information and Customer Services consist of:

Committee Section

- Provide the secretariat for the Executive, Area Committees and other meetings
- Provide support services for councillors, including training and development
- Co-ordinate and support the work of the Review Committee

Electoral Services

- Publish the Register of Electors, Service Voters and Overseas Electors
- Organise national and local elections
- Promotion of electoral participation to all groups in society

Central Services

- Provide a corporate back office data management service comprising post handling, scanning and indexing data, filing and information retrieval, document production and printing
- Provide customer access reception and information points at the Rochford and Rayleigh offices
- Provide caretaking services
- Provide a central procurement service via Essex Marketplace

Access to Services

- Develop, co-ordinate and implement the Access to Services Strategy

Web & Communications

- Develop and manage the Council's website and intranet
- Develop the range and take up of online services
- Co-ordinate work on the visual identity
- Develop and manage internal and external communications, including the publication of Rochford District Matters

IT Section

- Manage the IT Contract with Sungard PS
- Develop and implement the Council's ICT Strategy
- Manage the Local Land and Property Gazetteer and Geographical Information System

3. Employment

Information and Customer Services will ensure the Councils employment practices, policies and procedures comply with the statutory duties of the Race Relations (Amendment) Act 2000, as set out in the Councils Race Equality Scheme, the duties under the Single Equality Act (Gender Equality Scheme) and our duties under the Disability Discrimination Act 1995 & 2005 (Disability Equality Scheme). This includes the statutory duty to train all staff on the amended Race Relations Act, ensuring they maintain high quality advice, information and support service to all internal and external customers, and assisting them to comply with equalities legislation.

| Outcome | Objectives | Lead | Resources | Deadline |
|--|---|--|--|--------------------------|
| 2. Knowing who our customers are and how they want to access services. | 1. Analyse the Access to Services Strategy. | 1) Head of Information & Customer | 1) Within existing work programmes | 1) March 2010 (Ongoing) |
| | 2. Continue with diversity monitoring of complaints. | 2) Head of Information & Customer Services | 2) Within existing work programmes as part of corporate comments, compliments and complaints procedure | 2) March 2010 (Ongoing) |
| | 3. Conduct consultation with young, elderly and disabled people with regard to website usage. | 3) Web & Communications Manager | 3) Within existing work programmes | 3) February 2009 |
| | 4. Conduct periodic consultation with users to review the DisabledGo facility. | 4) Head of Information & Customer Services | 4) Within existing work programmes | 4) October 2009 |
| 3. Ensuring our services are accessible | 1a) Promotion and advertising of Council meetings. | 1) Committee Services Manager | 1) Within existing work programmes | 1a) March 2010 (Ongoing) |
| | 1b) Investigation of the need for hearing loops at Area Committee meetings. | | | 1b) June 2009 |
| | 1c) Conduct Member training in diversity. | | | 1c) June 2009 |
| | 2a) Promotion of | 2) Electoral Services | 2) Within existing work | 2a) May 2009 |

| Outcome | Objectives | Lead | Resources | Deadline |
|----------------|---|--|------------------------------------|--------------------------|
| | voting for target-specific groups. 2b) Promotion of electoral participation to all groups in society | Manager | programmes | 2b) May 2009 |
| | 3a) Conduct a feasibility study for the new reception. | 3) Corporate Director, Internal Services | 3) Within existing work programmes | 3a) March 2010 (Ongoing) |
| | 3b) Combine the Rochford and Planning Receptions | | | 3b) April 2009 |
| | 3c) Separate switchboard from reception function at the Rochford reception and extend opening hours. | | | 3c) April 2009 |
| | 4) Improve reception and access arrangements at the Civic Suite. | 4) Central Services Manager | 4) Within existing work programmes | 4) March 2009 |
| | 5) Continue to carry out mystery shopping bi-annually. | 5) Head of Information & Customer Services | 5) Within existing work programmes | 5) March 2010 (Ongoing) |
| | 6a) Produce a new internal and external communications strategy. | 6) Web & Communications Manager | 6) Within existing work programmes | 6a) September 2009 |

| Outcome | Objectives | Lead | Resources | Deadline |
|---------|---|------|-----------|--------------|
| | 6b) Implement a pilot text messaging project. | | | 6b) May 2009 |

Finance, Audit & Performance Management Services Diversity Action Plan February 2009 – March 2010

1. Introduction

Finance, Audit & Performance Management Services is committed to ensuring our employment practices develop and maintain a diverse and inclusive workforce. In December 2008 we conducted diversity screenings and a diversity impact assessment on the services we deliver. The diversity impact assessment aimed to identify actions we could incorporate to meet our various diversity legal obligations, reach Level 4 of the Local Government Equality Standard and importantly ensure our services meet the diverse needs of our community.

Our Diversity Impact Assessment has helped our Service to identify a range of diversity objectives for 2009/2010 which are identified below in our Service Diversity Action Plan 2009/2010. Our Service Diversity Action Plan is linked to our Service Plan and will be reviewed by the Head of Service on a six monthly basis.

5. Overview of Finance, Audit & Performance Management Services

The aim of the division is to provide a comprehensive service covering all aspects of Local Government Finance and financial management that is relevant to a Shire District Council, including payment of creditors, collection of sundry debtors, payroll, accountancy, treasury management and insurance claims. To provide sound financial advice to members and officers. To give independent assurance that the Council has a sound internal control system and ensure that the performance management framework is embedded in the culture of the Authority.

6. Employment

Finance, Audit & Performance Management Services will ensure the Councils employment practices, policies and procedures comply with the statutory duties of the Race Relations (Amendment) Act 2000, as set out in the Councils Race Equality Scheme, the duties under the Single Equality Act (Gender Equality Scheme) and our duties under the Disability Discrimination Act 1995 & 2005 (Disability Equality Scheme). This includes the statutory duty to train all staff on the amended Race Relations Act, ensuring they maintain high quality advice, information and support service to all internal and external customers, and assisting them to comply with equalities legislation.

7. Finance, Audit & Performance Management Services Diversity Action Plan

Finance, Audit & Performance Management Services have developed an action plan which contains actions which were identified in our service based diversity impact assessment. The objectives aim to develop improvements across the service with the aim of developing a more inclusive service.

Finance, Audit & Performance Management Diversity Action Plan February 2009-March 2010

| Outcome | Objectives | Lead | Resources | Deadline | Progress |
|---|--|-------|--------------|----------|----------|
| 1. Improved Ownership and Commitment 1a. Where appropriate, reviewed strategies and policies identify diversity as a key theme. | 1a. Ensure, where possible., strategies and policies reflect Financial services commitment to diversity. | HFAPM | Officer Time | Ongoing | |

| Outcome | Objectives | Lead | Resources | Deadline | Progress |
|---|---|--|---------------------------------|-----------------------------|-----------------|
| 1b. Training attended as appropriate | 1.b Review and Identify if there are any further requirements for Equality Standard and Diversity Training | Corporate | Officer time Training Budget | Ongoing | |
| 2. Customer Care and Accessibility 2a. Guidance produced for staff. | 2a. Ensure all services areas are aware of translation services | Corporate | Officer Time | Ongoing | |
| 2b. Publications include glossaries and explanations of technical terms. Correspondence does not include jargon | 2b. Ensure all publications and correspondence is based on plain English principles. PA to Head of FAPM to carry out reviews. | Financial Services Manager Audit & Performance Management Manager | Officer time | Ongoing | |
| 3. Diversity Impact Assessments 3a. Three year DIA programme agreed and resourced | 3a Programme yearly reviews of Diversity Impact Assessment. | HFAPM | Officer time | Feb. 09 and then April 2010 | |
| 3b. Diversity Action Plans implemented | 3b. Diversity Action Plans are monitored, consulted, and reviewed. | HFAPM | Officer Time | Ongoing | |

Planning & Transportation Services Diversity Action Plan

February 2009 – March 2010

1. Introduction

Planning & Transportation Services is committed to ensuring our employment practices develop and maintain a diverse and inclusive workforce. In December 2008 we conducted diversity screenings and a diversity impact assessment on the services we deliver. The diversity impact assessment aimed to identify actions we could incorporate to meet our various diversity legal obligations, reach Level 4 of the Local Government Equality Standard and importantly ensure our services meet the diverse needs of our community.

Our Diversity Impact Assessment has helped our Service to identify a range of diversity objectives for 2009/2010 which are identified below in our Service Diversity Action Plan 2009/2010. Our Service Diversity Action Plan is linked to our Divisional Plan and will be reviewed by the Head of Service on a six monthly basis.

8. Overview of Planning & Transportation Services

The planning service must be accessible to all parts of the community and the policy relationship between the Council's Community Strategy and spatial development plan documents is intended to ensure that the requirements of the community can be fulfilled in the provision of services and facilities.

Planning

There are potential barriers to service provision for certain communities and groups, though the majority of these issues are overcome through policies and practices already in place.

- The adopted Statement of Community Involvement for the preparation of development plan documents was presented to an extensive range of community organisations for comment and includes a commitment to consult a very broad range of organisations on the various stages of plan preparation.
- All planning policy documents can on request be supplied in a wide range of formats to reflect the needs of the community. This includes Braille, large print and alternative languages. Nevertheless, communication is still primarily through written English, and this may impose barriers on people with learning difficulties, those not able to read and/or write, or those for whom English is not a first language.

- Representations to consultation documents can be submitted electronically.
- Information on the planning system is available in paper format and online through the Council's website.
- Planning applications can be viewed in hard copy (at various locations throughout the district) or online through the website – comments can be submitted in writing, by email or through the Council's 'Public Access to Planning' system. In cases where a resident is not able to view plans at the Council's offices or online, copies can be sent in the post with a postage paid envelope for their return.
- All representations from neighbour consultees on planning applications are acknowledged and a further letter is sent with details of the Council's decision.
- The Council allows public speaking at the Development Control Committee and so residents can make their views for or against a planning proposal directly to elected Members.
- Advice on planning proposals is available either by appointment, for more complicated schemes, or through the Duty Officer who is available during working hours at the planning reception. Building Control advice is also available during working hours at the planning reception. The planning reception is not easily accessible for wheelchair users, but if necessary interviews can be held in the Council's main reception. Communication with planning officers and building control officers is in English; this could present a barrier to a number of groups, but translation services can be arranged.
- Applying for planning consent can be complicated; independent, free advice can be obtained from Planning Aid – contact details are provided the planning reception and on the Council's website.

Equality objectives:

- *To ensure that all parts of the community have the ability and means to engage in the preparation of the Local Development Framework.*
- *To ensure that all parts of the community have the opportunity to make submit, view, and comment on planning applications.*
- *To require developers to provide a percentage of new homes that meet the requirements of the Lifetime Homes Standards (Joseph Rowntree Foundation). Note: Priority 3 of the Essex Local Area Agreement.*
- *To ensure that all new buildings comply with Part M of the Building regulations.*

Transportation

Various elements of the transportation service make an important contribution to parts of the local community who have difficulty in otherwise gaining access to services and playing a full role in society, primarily by virtue of their age, disability or income. As a result, the service positively promotes equality and diversity.

- The need to ensure that all council managed car parks are fully accessible to all sections of the population – well-located spaces for the disabled, free parking for people with severe mobility problems that are road tax exempt, low level ticket machines for people in wheelchairs; good quality, simple signage to advise on charges, etc.; flat access for wheelchairs, pushchairs, etc.; take action where unauthorised vehicles park in allocated disabled spaces.
- To ensure that vehicles on-street fully observe the traffic regulation orders in force, particularly to prevent unauthorised vehicles using loading bays and disabled bays; to control parking in the vicinity of schools, etc.
- Enable licenced taxis to be accessible to all sectors of the population, including those in wheelchairs.
- A Community Transport Scheme provides transportation for people with disabilities and those who are permanently or temporarily unable to access public transport. The Scheme also provides transport to residents living in areas of the district not served by public transport and offers a door to door service to residents who have no alternative method of transport, to access essential services. The service must be flexible to accommodate the needs of all its users
- A free concessionary fare travel pass enables people with disabilities and residents over 60 years old who can access public transport, to travel free on buses. The free bus pass is essential for residents who could not otherwise afford to travel, giving them the opportunity to play a full role in society.
- A Taxi Voucher Scheme provides disabled people, who have more severe mobility issues, with vouchers to assist with travel costs in taxis. These vouchers allow users to access essential services with door to door 24 hour travel service.

Equality objectives:

- *To enable disabled, elderly to access services, visit hospital, day care centres, relatives and friends, etc. – this reduces isolation and increases independence.*
- *To ensure that a number of licenced taxis are accessible to the elderly and disabled.*
- *To provide well-located disabled spaces in car parks that ensures the best access to local services.*
- *To ensure that car parks have level access, good lighting and signing and wheelchair accessible payment machines.*

9. Employment

Planning & Transportation Services will ensure the Councils employment practices, policies and procedures comply with the statutory duties of the Race Relations (Amendment) Act 2000, as set out in the Councils Race Equality Scheme, the duties under the Single Equality Act (Gender Equality Scheme) and our duties under the Disability Discrimination Act 1995 & 2005 (Disability Equality Scheme). This includes the statutory duty to train all staff on the amended Race Relations Act, ensuring they maintain high quality advice, information and support service to all internal and external customers, and assisting them to comply with equalities legislation.

10. Planning & Transportation Services Diversity Action Plan

Planning & Transportation Services has developed an action plan which contains actions which were identified in our service based diversity impact assessment. The objectives aim to develop improvements across the service with the aim of developing a more inclusive service.

Planning & Transportation Services Diversity Action Plan Feb 2009 to March 2010

| Outcome | Objectives | Lead | Resources | Deadline | Progress |
|---|---|-------------------|-----------|--|---|
| Ensure staff receive appropriate training | 1. New staff to be made aware of procedure to acquire: (a) interpretation services; and (b) providers for translation of documents into alternative languages, Braille and audio-tape | Team Leaders/mgrs | Internal | Ongoing - training at induction. | Sherry Sibley emailed the division with a reminder of where to find the information. Staff are also informed when they join the division. |
| | (c) Continue to ensure that appropriate staff are trained to use the hearing loop. | Admin Mgr | Internal | Ongoing yearly reminder and training at induction. May 2009. | Receptionists are trained in using the hearing loop – planning reception merges with main reception on 1 April 2009. Receptionists at Rayleigh are trained in using the hearing loop. |

| Outcome | Objectives | Lead | Resources | Deadline | Progress |
|---|--|---------------------------|------------------|---------------------------|--|
| The services provided in the division are accessible to all in the community. | 2. (a) Continue to ensure that information is available to advise disabled customers that interviews with the duty officer can be carried out in the main reception as opposed to the planning reception in Rochford (until the receptions are amalgamated in April 2009.) | Planning Services Manager | Internal | Ongoing until April 2009. | Planning reception merges with main reception in April 2009. |
| | (b) Continue to ensure that customers are aware of the different methods for viewing and commenting on planning applications, including the despatch of plans to neighbour consultees, if required. | Planning Services Manager | Internal (PDG) | Ongoing/ March 2010 | Information on website and planning guidance leaflets available – staff dealing with customers are familiar with the leaflets and the website. |
| | (c) Continue to ensure the availability of independent advice through Planning Aid is adequately publicised. | Planning Services Manager | Internal | Ongoing/ March 2010 | Link on website. |
| | (d) HOPT to continue regular meetings with Communications | HOPT | Internal | Ongoing monthly meetings/ | Monthly meetings set. |

| Outcome | Objectives | Lead | Resources | Deadline | Progress |
|--|--|---|---|---|--|
| | <p>Officer to ensure information on LDF is published in RDM at the appropriate time.</p> <p>(e) Undertake a review of the service standards for planning and transportation and consult with our community before adopting</p> <p>(f) Amalgamate planning and main reception</p> <p>(g) Improve website accessibility – ICS are division carrying out review/monitoring of website users</p> | <p>Team Leader Planning Policy</p> <p>Head of Planning & Transportation</p> <p>Building Control Manager</p> <p>Divisional project team in conjunction with ICS project team.</p> <p>Divisional Web Champ in conjunction with Web team</p> | <p>Internal</p> <p>Internal</p> <p>Internal</p> <p>Internal</p> <p>Internal</p> | <p>March 2010</p> <p>Dec 2009</p> <p>Dec 2009</p> <p>Dec 2009</p> <p>April 2009</p> <p>March 2010</p> | <p>Outstanding.</p> <p>Outstanding.</p> <p>Outstanding.</p> <p>On target.</p> <p>Web Champion appointed. New website due to go live at the end of April 2009.</p> |
| Develop a better understanding of the needs of the local community | <p>3(a) Collect data on the provision of affordable homes and lifetime accessible homes</p> <p>(b) Monitor the</p> | <p>Team Leader Policy</p> <p>Planning</p> | <p>Internal</p> <p>Internal</p> | <p>Ongoing/ March 2010</p> <p>Dec 09</p> | <p>Provision of affordable homes was included in the Annual Monitoring Report, published in December 2008 – lifetime homes outstanding.</p> <p>Survey complete</p> |

| Outcome | Objectives | Lead | Resources | Deadline | Progress |
|---|---|--|---|---|--|
| | <p>outcome of the recent survey of neighbour consultees to establish whether there is a requirement for changes or improvements to be made to the way planning applications are viewed and can be commented on.</p> <p>(c) Continue to carry out and monitor mystery shopping bi-annually in conjunction with the with Access to Services Group.</p> <p>(d) Prepare Annual Monitoring Report.</p> <p>(e) Monitor take up of taxi vouchers/concessionary travel/Community transport scheme</p> | <p>Services Manager</p> <p>PA to HOPT on behalf of Access to Services Group</p> <p>PI Policy Team Leader</p> <p>Transportation Mgr</p> | <p>Internal</p> <p>Internal</p> <p>Internal</p> | <p>Ongoing/ March 2010.</p> <p>Dec 2009</p> <p>Ongoing/ March 2010.</p> | <p>– monitoring to take place.</p> <p>Next round of mystery shopping to take place in April.</p> <p>Outstanding.</p> <p>Ongoing.</p> |
| The policies and proposals in the LDF development plan documents reflect the needs of the community | 4(a) The Rochford Core Strategy to address the Essex LAA Priority 3 requirements for Lifetime Homes and Health Impact | Team Leader Policy | Internal | Adoption in September 2010. | Issues addressed in preferred options document |

| Outcome | Objectives | Lead | Resources | Deadline | Progress | |
|--|--|-------------|------------------|-----------------|-----------------|--|
| taking account of the sustainable community strategy, LAA, and other strategies as well as the responses to consultation | Assessments | | | | | |
| | (b) The Rochford Core Strategy to include a policy for addressing the provision of affordable housing | Team Policy | Leader | Internal | | Issues addressed in preferred options document |
| | (c) the Rochford Core Strategy to include a policy dealing with the provision of Gypsy & Traveller sites within the district based on an assessment of need. | Team Policy | Leader | Internal | | Issues addressed in preferred options document |

Legal Services Diversity Action Plan February 2009 – March 2010

1. Introduction

Legal Services is committed to ensuring our employment practices develop and maintain a diverse and inclusive workforce. In December 2008 we conducted diversity screenings and a diversity impact assessment on the services we deliver. The diversity impact assessment aimed to identify actions we could incorporate to meet our various diversity legal obligations, reach Level 4 of the Local Government Equality Standard and importantly ensure our services meet the diverse needs of our community.

Our Diversity Impact Assessment has helped our Service to identify a range of diversity objectives for 2009/2010 which are identified below in our Service Diversity Action Plan 2009/2010. Our Service Diversity Action Plan is linked to our Service Plan and will be reviewed by the Head of Service on a six monthly basis.

2. Overview of Legal Services

Legal Services consists of the following functions:-

Legal Services

- Ensuring legality and probity of Council action
- Legal advice to departments, the Council and its Members on equality legislation
- The provision of an inclusive burial service
- Maintains statutory local land charge register

Technical Services

- Embedding the design principles that provide universal access
- Advice to Clients on access issues
- The provision of an inclusive technical service to the Council and advice to the general public
- Maintains Council's cemeteries

3. Employment

Legal Services will ensure the Councils employment practices, policies and procedures comply with the statutory duties of the Race Relations (Amendment) Act 2000, as set out in the Councils Race Equality Scheme, the duties under the Single Equality Act (Gender Equality Scheme) and our duties under the Disability Discrimination Act 1995 & 2005 (Disability Equality Scheme). This includes the statutory duty to train all staff on the amended Race Relations Act, ensuring they maintain high quality advice, information and support service to all internal and external customers, and assisting them to comply with equalities legislation.

4. Legal Services Diversity Action Plan

Legal Services has developed an action plan which contains actions which were identified in our service based diversity impact assessment. The objectives aim to develop improvements across the service with the aim of developing a more inclusive service.

Legal Services Diversity Action Plan February 2009 – March 2010

Legal Services

| Outcome | Objectives | Lead | Resources | Deadline |
|------------------------------------|---|------------------------|-----------------------|------------|
| 1. Ownership and Commitment | 1a. Ensure Legal and Land Charges Service and Performance Management Plan reflects Legal Services commitment to diversity | Head of Legal Services | Officer Time | March 2010 |
| | 1b. Ensure all staff members undertake Equality Standard and | Head of Legal Services | Officer Time/Training | March 2010 |

| Outcome | Objectives | Lead | Resources | Deadline |
|---|--|------------------------|-----------------------------------|-----------------|
| | <p>Diversity Training</p> <p>1c. To provide legal advice to personnel on diversity employment issues</p> | Head of Legal Services | <p>Budget</p> <p>Officer Time</p> | March 2010 |
| 2. Customer Care and Accessibility | 2a. Ensure all staff are aware of the language translation service and general policy. | Head of Legal Services | Officer Time | March 2010 |
| | 2b. Monitor and analyse data received from complaints/ compliments forms in relation to disability, gender, age and ethnicity. | Head of Legal Services | Officer Time | March 2010 |
| | 2c. Record and analyse requests for burial services currently not being provided. | | | March 2010 |
| 3. Diversity Impact Assessments | 3a. Programme yearly Diversity Impact Assessments. | Head of Legal Services | Officer Time | March 2010 |
| | 3b. Ensure Legal and Land Charges Diversity Champions receive DIA | Head of Legal Services | Officer Time | March 2010 |

| Outcome | Objectives | Lead | Resources | Deadline |
|----------------|---|------------------------|------------------|-----------------|
| | training 3c. Diversity Action Plans are monitored, and reviewed. | Head of Legal Services | Officer Time | March 2010 |

Technical Services

| Outcome | Objectives | Lead | Resources | Deadline |
|--|---|----------------------------|------------------|-----------------|
| 1. Better access to facilities, particularly buildings. | 1. Continue to ensure our buildings are accessible to people with disabilities. | Technical Services Manager | Officer Time | March 2010 |
| 2. Better access to facilities, particularly play spaces and open spaces. | 2a. Wider range of disability access provision made. | Principal Engineer | Officer Time | March 2010 |
| | 2b. Continue to ensure all open space parking is provided with disabled bays. | Principal Engineer | Officer Time | March 2010 |
| 3. Identify the needs of our | 3. To improve our knowledge base of | Technical Services Manager | Officer Time | March 2010 |

| Outcome | Objectives | Lead | Resources | Deadline |
|---|---|-------------------------------|------------------|-----------------|
| customers. | those who would like to use the facilities and hence provide more diverse facilities. | | | |
| 4. More knowledge of non- users | 4. To improve our knowledge base of those who would like to use the facilities and hence provide more diverse facilities. | Technical Services Manager | Officer Time | March 2010 |
| 5. To raise staff awareness of diversity | 5. Ensure that all staff attend Equality Standard Training. | Technical Services Manager | Officer Time | March 2010 |

Community Services Diversity Action Plan February 2009 – March 2010

1. Introduction

Community Services is committed to ensuring our employment practices develop and maintain a diverse and inclusive workforce. In December 2008 we conducted a diversity screening and a Diversity Impact Assessment on the services we deliver. The diversity impact assessment aimed to identify actions we could incorporate to meet our various diversity legal obligations, reach Level 4 of the Local Government Equality Standard and importantly ensure our services meet the diverse needs of our community.

Our Diversity Impact Assessment has helped our Service to identify a range of diversity objectives for 2009/2010 which are identified below in our Service Diversity Action Plan 2009/2010. Our Service Diversity Action Plan is linked to our Service Plan and will be reviewed by the Head of Service on a six monthly basis.

11. Overview of Community Services

Community Services consists of the following functions:-

Revenue and Benefits Service

- Administers claims for Council Tax Benefit and Housing Benefit.
- Collects and administers Council Tax (including Enforcement and Recovery).
- Collects and administers Business Rates, (including Enforcement and Recovery).
- Awards and reviews discounts, exemptions etc.
- Identifies and deters Benefit Fraud.
- Recovers overpaid benefit payments.
- Promotes and publicises the Revenues & Benefits Services, carrying out regulation consultation with customers.
-

Leisure & Cultural Services

- Deliver sports and arts activities across the District.
- Oversee the leisure management contract with Virgin Active for the management of the Council's leisure facilities.
- Promote healthy living through the sports and arts.
- Engage with schools and other education organisations to improve the level of service and increase the range of cultural activities that are on offer in the District.
- Assist Local sports and arts groups with activities, funding applications, training and engagement with the community.
- Facilitate the development of partnership links with groups such as the Library Services, Youth Service etc.
- Work with older people and people with disabilities to offer a range of cultural services
- Lead on and facilitate the development of the Heritage Offer available in the District.
- Provide information to members of the community on sports and arts in the District.

Strategic Housing Service

- Produce, review and implement the Council's Housing Strategy.
- Assess housing need in the District and work with RSLs / other agencies to address identified need.
- Liaise with RSLs to develop and monitor nomination agreements.
- Produce, review and implement the local Supporting People Strategy, Empty Homes Strategy, Home Energy Conservation Act Strategy, Fuel Poverty Strategy, Housing Allocations Policy and Homelessness Strategy.
- Assess stock condition in the District.
- Respond to complaints about housing conditions and monitor conditions on licensed caravan parks.
- Identify risk rate and monitor Houses in Multiple Occupation (HMO).
- Provide financial assistance for the repair, improvement and adaptation to dwellings in line with the Council's Financial Assistance Policy.
- Develop and monitor Home Improvement Agency services and in particular, the delivery of the Handyperson and Gardening service.
- Undertake homelessness prevention work, provision of housing advice services and processing of homelessness applications.
- Undertake maintenance of the Housing Register and nomination of applicants for accommodation against both the Council's Policy and RHAs Policy including the development of a Choice Based Lettings scheme.
- Liaise with Rochford Housing Association to monitor their performance against the content of their offer document.

12. Employment

Community Services will ensure the Council's employment practices, policies and procedures comply with the statutory duties of the Race Relations (Amendment) Act 2000, as set out in the Council's Race Equality Scheme, the duties under the Single Equality Act (Gender Equality Scheme) and our duties under the Disability Discrimination Act 1995 & 2005 (Disability Equality Scheme). This includes the statutory duty to train all staff on the amended Race Relations Act, ensuring they maintain high quality advice, information and support service to all internal and external customers, and assisting them to comply with equalities legislation.

13. Community Services Diversity Action Plan

Community Services has developed an action plan which contains actions which were identified in our service based diversity impact assessment. The objectives aim to develop improvements across the service with the aim of developing a more inclusive service.

Community Services

Diversity Action Plan February 2009 - March 2010

| Outcome | Objectives | Lead | Resources | Deadline | Progress |
|---|--|----------------------------|------------|----------------------------------|----------|
| 1. To ensure our services are accessible to all. | a) Continue to use current diversity monitoring system and implement further monitoring where necessary. | Head of Community Services | Staff time | Ongoing | |
| | b) Develop objectives that link into our the Community Services Divisional Plan. | Head of Community Services | Staff time | Annually – March 09 and March 10 | |
| | c) Monitoring access to leisure facilities with regard to recommendations in Disabled Go audit. | Head of Community Services | Staff time | Ongoing | |
| | d) Provide housing related support services to vulnerable people through the development of partnership working with RSLs and other agencies | Head of Community Services | Staff time | Ongoing | |
| 2. Ensure frontline staff, where appropriate, are committed to our Child Protection Policy. | a) Re-issue copy of policy to relevant staff to promote awareness of policy. | Head of Community Services | Staff time | May 09 | |
| | b) Incorporate awareness of Child Protection Policy into new staff induction, where relevant. | Head of Community Services | Staff time | Ongoing | |

| Outcome | Objectives | Lead | Resources | Deadline | Progress |
|--|---|--|------------------|---|-----------------|
| 3. Ensure contractors support and mainstream diversity. | a) Request and examine contractors relevant diversity documents. | Head of Community Services | Staff time | Annually | |
| | b) Involve contractors in corporate diversity training, where possible. | Head of Community Services / Human Resources | Staff time | May 09 and thereafter ongoing | |
| | c) Incorporate diversity monitoring into contract partnership meetings. | Head of Community Services | Staff time | June 09 and then quarterly meetings | |
| 4. Knowing who our customers are, monitoring of take-up of services and actively promote the services available. | a) Incorporate the gather of diversity monitoring information into the following: <ul style="list-style-type: none"> • Benefits applications • Housing Register applications • Leisure activity feedback forms • Homelessness spreadsheet | Head of Community Services | Staff time | Ongoing Ongoing May 09 Ongoing | |
| | b) Carry out regular consultation with our customers. | Head of Community Services | Staff time | Ongoing | |
| | c) Programme of community based road shows, promoting the benefits service. | Head of Community Services | Staff time | March 2010 | |

| Outcome | Objectives | Lead | Resources | Deadline | Progress |
|----------------|--|----------------------------|------------------|-----------------|-----------------|
| | d) Continue to incorporate Plain English Campaign standards into Revenues & Benefits literature. | Head of Community Services | Staff time | March 2010 | |

Corporate Policy & Partnerships Unit Service Diversity Action Plan February 2009 – March 2010

1. Introduction

The Corporate Policy & Partnerships Unit is committed to ensuring our employment practices develop and maintain a diverse and inclusive workforce. In December 2008 we conducted diversity screenings and a diversity impact assessment on the services we deliver. The diversity impact assessment aimed to identify actions we could incorporate to meet our various diversity legal obligations, reach Level 4 of the Local Government Equality Standard and importantly ensure our services meet the diverse needs of our community.

Our Diversity Impact Assessment has helped our Service to identify a range of diversity objectives for 2009/2010 which are identified below in our Service Diversity Action Plan 2009/2010. Our Service Diversity Action Plan is linked to our Service Plan and will be reviewed by the Head of Service on a six monthly basis.

14. Overview of the Corporate Policy & Partnerships Unit

The Unit's role is to provide corporate support to the Council and specifically to:

- work with the Police and other partners on community safety issues and support the Rochford CDRP
- provide advice to businesses and promote economic development within the district
- produce Rochford's Sustainable Community Strategy through the Local Strategic Partnership

- support and develop the communities within Rochford and provide a framework for consultation
- corporate communication and production of the Council's newspaper, 'Rochford District Matters'
- support the chairman of the Council and promote the civic role of the authority
- corporate health & safety advice
- emergency planning & business continuity
- support corporate development, eg equality, and the corporate planning process

15. Employment

The Corporate Policy & Partnerships Unit will ensure the Council's employment practices, policies and procedures comply with the statutory duties of the Race Relations (Amendment) Act 2000, as set out in the Council's Race Equality Scheme, the duties under the Single Equality Act (Gender Equality Scheme) and our duties under the Disability Discrimination Act 1995 & 2005 (Disability Equality Scheme). This includes the statutory duty to train all staff on the amended Race Relations Act, ensuring they maintain high quality advice, information and support service to all internal and external customers, and assisting them to comply with equalities legislation.

16. The Corporate Policy & Partnerships Unit Diversity Action Plan

The Corporate Policy & Partnerships Unit has developed an action plan which contains actions which were identified in our service based diversity impact assessment. The objectives aim to develop improvements across the service with the aim of developing a more inclusive service.

Corporate Policy & Partnerships Unit

Diversity Action Plan February 2009 – March 2010

| Outcome | Objectives | Lead | Resources | Deadline |
|---|---|----------------------------|--------------|------------|
| 1. Ownership and Commitment | Ensure service plan and new strategies and plans are Equality impact assessed and reflect the commitments to equality and diversity | Head of Service | Officer Time | March 2010 |
| 2. Customer Care and Accessibility | Ensure consultations undertaken by the council identify groups and actions are taken to allow them to engage | Community planning officer | Officer Time | March 2010 |
| 3. Diversity Impact Assessments | 3a. Programme yearly Diversity Impact Assessments. | Head of Service | Officer Time | March 2010 |
| | 3b. Ensure CPPU Diversity Champions receive DIA training | Head of Service | Officer Time | March 2010 |
| | 3c. Diversity Action Plans are monitored, and reviewed. | Head of Service | Officer Time | March 2010 |

Human Resources Action Plan - February 2009 – March 2010

1. Introduction

Human Resources are committed to ensuring our employment practices develop and maintain a diverse and inclusive workforce. In December 2008 we conducted diversity screenings and a diversity impact assessment on the services we deliver. The diversity impact assessment aimed to identify actions we could incorporate to meet our various diversity legal obligations, reach Level 4 of the Local Government Equality Standard and importantly ensure our services meet the diverse needs of our community.

Our Diversity Impact Assessment has helped our Service to identify a range of diversity objectives for the period February 2009 – March 2010, which are identified below in our Service Diversity Action Plan. Our Service Diversity Action Plan is linked to our Service Plan and will be reviewed by the Head of Service on a six monthly basis.

2. Overview of Human Resources

The key services delivered by Human Resources consist of:

The overall role of Human Resources is to enable the Council to achieve its objectives by initiatives and providing guidance and support on all matters relating to its employees, as well as meeting the needs of the service areas across the Council to provide an effective and quality service to the residents and businesses of the District. The aims include ensuring that management deals effectively with all matters concerning the employment and development of their employees and the relationship that exists between management and their employees. A further key role for Human Resources is to play a major role in the creation of an environment which enables staff members to make the best use of their capabilities and to realise their potential to both the Council and to themselves. The HR function operates as part of the full business management process and cannot be reviewed in isolation. Although a support activity, it must be proactive. It must support and promote business solutions that take advantage of opportunities stemming from business issues, just as it must find solutions to apparent constraints.

3. Employment

Human Resources will ensure the Council's employment practices, policies and procedures comply with the statutory duties of the Race Relations (Amendment) Act 2000, as set out in the Councils Race Equality Scheme, the duties under the Single Equality Act (Gender Equality Scheme) and our duties under the Disability Discrimination Act 1995 & 2005 (Disability Equality Scheme). This includes the statutory duty to train all staff on the amended Race Relations Act, ensuring they maintain high quality advice, information and support service to all internal and external customers, and assisting them to comply with equalities legislation.

4. Human Resources Diversity Action Plan

Human has developed an action plan which contains actions which were identified in our service-based diversity impact assessment. The objectives aim to develop improvements across the service with the aim of developing a more inclusive service.

Human Resources Diversity Action Plan February 2009 - March 2010

| Outcome | Objectives | Lead | Resources | Deadline | Progress |
|---|---|----------|------------|---|---|
| 1. Ensure Rochford District Council employees reflect the diversity of our population. | a. conduct a review of how we can recruit from a wider labour pool (e.g. where we advertise, can our criteria indirectly discriminate). | HRM/HRSP | Staff time | January 2009 (i) & (ii) March 2009 (iii) | Partly completed. i)New Person Specification form template and guidance implemented. ii)Recruitment Leaflet developed and displayed in reception areas and adverts placed on electronic noticeboard as |

| Outcome | Objectives | Lead | Resources | Deadline | Progress |
|---------|--|---------------------------------|-------------------------------------|----------------------------------|---|
| | <p>b. take part in the Careers in Essex recruitment campaign aimed at attracting BME and disabled applicants into local government.</p> <p>c. Design a disability disclosure questionnaire for staff including information on support available.</p> | <p>HRM/HRSP</p> <p>HRM/HRSP</p> | <p>Staff time</p> <p>Staff time</p> | <p>Ongoing</p> <p>March 2009</p> | <p>another mechanism to reach out to the local community.</p> <p>iii)Person specifications review continues to ensure requirements not overstated or subjective.</p> <p>Completed, although on going review. Careers in Essex portal review covered where we advertise.</p> <p>N.B. Meeting scheduled with the Disability Employment Adviser on 13/02/09 + Contact made with Remploy and waiting named representative to take this agenda forward further.</p> <p>Development of an on line Diversity Survey underway.</p> |

| Outcome | Objectives | Lead | Resources | Deadline | Progress |
|--|---|-------------|------------------|-------------------------------|--|
| 2. Use monitoring mechanisms to identify adverse impact of our policies. | a. Conduct an annual review of all collated data and present data to S&RMT/SMT. | HRM/HRSP | Staff time | February 2009 & February 2010 | 2007 data available. Due to the resignation of HR Adviser and the new appointment of HRSP, the 2008 data is in progress and will be available at end of February. |
| | b. Use monitoring data to inform our policies and procedures. | HRM/HRSP | Staff time | February 2009 & February 2010 | A review of the 2008 data will inform the future content of the Workforce Profile and identify actions in the Council's workforce development plan, including the review and development of Council policies, procedures, plans and practices to improve diversity and minimise equality issues. |
| 3. Ensuring our employment policies and practices support our diversity vision. | a. Develop a diversity impact assessment programme to run alongside policy reviews. | HRM/HRSP | Staff time | Ongoing | Policies are impact assessed as they are designed |
| | b. Use diversity data to develop policies and practices. | HRM/HRSP | Staff time | Ongoing | Data used on an ongoing basis as policies and practices reviewed |
| | c. Consult proposed policies | HRM/HRSP | Staff time | Ongoing | Revision and Development of Policies & Plans are |

| Outcome | Objectives | Lead | Resources | Deadline | Progress |
|--|--|----------------------------------|--|----------------------------------|---|
| | with staff and/or staff representative groups. | | | | <p>consulted with Trade Union Representative and SRMT (e.g. Restructuring and Redeployment Policy) and Proposed Restructure of Environmental Services involved consultation with Trade Union and all staff within the service area .</p> <p>Further development is being reviewed to involve other groups e.g. Staff Sounding Board and Equality & Diversity Group as applicable.</p> |
| 4. Develop diversity competencies and raise awareness of our employees. | <p>a. design and deliver equality training to managers and all staff members.</p> <p>b. Ensure all courses include</p> | <p>HRM/TDSO/HRSP</p> <p>TDSO</p> | <p>Training Budget</p> <p>Staff time</p> | <p>March 2009</p> <p>Ongoing</p> | <p>Partially Completed. See equalities training evidence document for those staff and managers trained and the introduction of the On Line Academy which includes an E&D module.</p> <p>Corporate Staff Induction is under review to expand the E&D agenda item and include an E&D Workbook</p> <p>Completed. All trainers are</p> |

| Outcome | Objectives | Lead | Resources | Deadline | Progress |
|---|--|-------------------------|--|-------------------------------|--|
| | <p>the Councils vision and commitment to diversity.</p> <p>c. Ensure that managers are aware of equality and diversity issues and it is embedded into their service area policies and procedures</p> | HRSP/E&D Group | Staff time | March 2010 | <p>provided with the Council's policy and asked to integrate our vision and commitment into their training as tender or programme design stage depending on value of work</p> <p>Consider invitations to department managers at E&D Group meetings to outline approach to E&D. + Consider HR briefing sessions to department team meetings and/or management team meetings</p> |
| <p>5.Tackling Harassment & Bullying (Staff & Public)</p> | <p>a. Raise awareness and competence in dealing with harassment and bullying issues</p> <p>b. Monitor all cases of Harassment & Bullying and Violence at Work</p> | <p>TDSO</p> <p>HRSP</p> | <p>Training Budget</p> <p>Staff time</p> | <p>Ongoing</p> <p>Ongoing</p> | <p>Completed. Inspiring Diversity training covered bullying and harassment. The on-line learning academy that we are has developed this further.</p> <p>Information is monitored. One case has been reported to date and is being further investigated and addressed by the Head of Service in liaison with HR</p> |

| Outcome | Objectives | Lead | Resources | Deadline | Progress |
|--|---|-------------|--------------------------|-----------------|--|
| 6. Promote Equality & Diversity amongst the RDC Workforce | a. Enhance the staff award scheme and promote success and achievement | HRM/HRSP | Staff time & Award Costs | April 2009 | A Staff Award Scheme has been drafted in consultation with SRMT and SMT. Awaiting approval by Members. |

Performance Indicators

BV 11a – Top 5% of earners (women), **BV11b** – Top 5% of earners (ethnic minorities), **BV 11c** – Top 5% of earners (disability), **BV16b** - % of employees who have a disabilities, **BV17b** - % of ethnic minority employees