

DRAFT April 2010

North Norfolk District Council

Combined Equality Scheme

2010-2013

DRAFT April 2010

Contents Page

Section	Page
Introduction.....	
Involvement.....	
Impact Assessments.....	
Action Plan.....	
Gathering & Using Information.....	
Implementation, Review & reporting.....	
Building Capacity.....	
How the scheme will be published.....	
Contact us.....	
Appendices	

DRAFT April 2010

Foreword

Welcome to our second Combined Equality Scheme. The scheme demonstrates how North Norfolk District Council is progressing against its aims and priorities in this area. It includes not just our aspirations but also the things the Council has done and the actions we intend to take. It also provides an opportunity for both members and officers to renew their commitment to achieving equality of opportunity and fairness for the Council's workforce and the diverse community it serves. We have a major challenge to create a caring, fair and inclusive Council; a Council where everyone feels valued; and a Council in which opportunities exist for all to fulfill their aspirations as citizens or employees. Our Equality Scheme underlines the importance that the District Council places on equality and full inclusion for everyone in our community.

The Council knows that it will take a long time to remedy the inequalities and injustices experienced by many in wider society. However, North Norfolk District Council is committed to doing what we can now, to make a difference and to make real improvements in people's life experiences in the long term.

Eric Seward

Portfolio holder for
Equalities

Philip Burton

Chief Executive

DRAFT April 2010

Section 1: Introduction

Introduction

A great place to live, where you can be yourself and enjoy life is what most people want. This means that people from different backgrounds have similar life opportunities, feel valued and part of a community. In very practical terms this means that irrespective of things like, their age, gender, ability, ethnicity, sexual orientation, religion/ belief, people should: have equal pay, be able to use facilities they may want to use like leisure centres and beaches, find employment, feel safe and welcome in their community and participate in decisions about their community.

North Norfolk District Council aims to: treat people fairly, justly and with respect in both employment and service provision, encourage and support a community where people feel valued, included and connected with their community.

In addition to this, there are several pieces of recent legislation (Appendix A), which collectively, require that the Council must:

- Eliminate unlawful discrimination and harassment.
- Promote equality of opportunity.
- Promote good relations between persons of different backgrounds.
- Encourage participation in public life for people of all backgrounds.

The Council has previously produced Disabled, Gender and Race Equality Schemes. This document, our 'Combined' Equality Scheme, provides a summary of these schemes and also includes details about how the Council is working to improve equality for everyone in North Norfolk irrespective of their religion and belief, sexual orientation and age.

This document is split into 4 sections:

1. Employment and Pay.
2. Safety.
3. Modern Services (accessible services).
4. Power Sharing (being able to influence the things that happen in your community).

DRAFT April 2010

About North Norfolk¹

There are around 100,000 people living in North Norfolk and approximately 47,000 households. It is a very rural area with a long stretch of coastline and 7 market towns. The main industries are agricultural and tourism with some manufacturing. The population is predominantly older, White British and there is a slightly higher than average number of residents living with a long term limiting illness. Currently there are no accurate figures regarding gay or transgender residents but estimates place this group of residents at around 6% of our population. There are small religious minorities in the District.

Table 1: Age Structure of Total Population

	North Norfolk	Norfolk	East of England	England
All people - 2008	101,503	850,770	5,728,660	51,446,200
% aged 0-15	15.08	16.83	18.96	18.80
% aged 16-29	12.14	16.66	17.34	18.79
% aged 30-44	15.30	18.84	21.09	21.33
% aged 45-64 *	25.33	23.14	22.43	21.95
% aged 60+ **	32.15	24.53	20.19	19.13

* Females aged 45-59, Males aged 45-64

** Females aged 60+, Males aged 65+

Total households

Table2: Ethnic breakdown of the Population

	North Norfolk	Norfolk	East of England	England
All People - 2007	100,800	840,700	5,661,000	51,092,000
% White	97.52	95.98	91.63	88.24
% Mixed	0.69	1.00	1.55	1.70
% Black or Black British	0.50	0.79	1.92	2.83
% Asian or Asian British	0.89	1.30	3.59	5.71
% Chinese or Other Ethnic	0.40	0.94	1.32	1.52

Table 3: Health and unpaid care

	North Norfolk	Norfolk	East of England	England
All people	98,382	N/A	N/A	N/A
% with limiting long-term illness	21.49	19.36	16.21	17.93
% whose health was not good	9.50	9.06	7.60	9.03
% who provide unpaid care	10.90	10.25	9.65	9.93

Table 4: Age structure and gender of total population

¹ Norfolk Insight

DRAFT April 2010

	North Norfolk	Norfolk	East of England	England
All people - 2008	101,503	850,770	5,728,660	51,446,200
% Male	48.34	49.07	49.23	49.21
% Female	51.66	50.93	50.77	50.79
Males - 2008	49,065	417,459	2,820,460	25,318,800
% aged 0-15	16.07	17.59	19.72	19.55
% aged 16-29	13.13	17.44	18.12	19.53
% aged 30-44	15.15	19.07	21.26	21.63
% aged 45-64	30.04	26.85	25.70	25.00
% aged 65+	25.62	19.06	15.21	14.29
Females - 2008	52,438	433,311	2,908,190	26,127,500
% aged 0-15	14.16	16.11	18.23	18.06
% aged 16-29	11.21	15.90	16.59	18.08
% aged 30-44	15.45	18.62	20.92	21.05
% aged 45-59	20.93	19.57	19.25	19.00
% aged 60+	38.26	29.80	25.01	23.81

Table 5: Religious Composition of North Norfolk

	All people	Percentage of people stating religion as:								Religion stated
		Christian	Buddhist	Hindu	Jewish	Muslim	Sikh	Other religion	No religion	
ENGLAND AND WALES	52,041,916	71.75	0.28	1.06	0.50	2.97	0.63	0.29	14.81	7.7
EAST OF ENGLAND	5,388,140	72.14	0.22	0.58	0.56	1.46	0.25	0.29	16.74	7.7
Norfolk	796,728	74.01	0.20	0.12	0.11	0.26	0.04	0.30	16.79	8.1
North Norfolk	98,382	77.53	0.16	0.03	0.10	0.09	0.02	0.28	13.87	7.9

Table 6: Acorn Lifestyles

	North Norfolk	Norfolk	East of England	England
Total number of households - 2008	47,050	378,735	N/A	N/A
Category 1 and 2: Wealthy Achievers and Urban Prosperity				
% well off (Categories 1 and 2)	50.39	45.20	38.94	36.53
% wealthy executives (Group 1A)	2.27	4.43	10.18	7.85
% affluent greys (Group 1B)	36.88	25.01	10.13	7.74
% flourishing families (Group 1C)	7.74	11.66	11.07	7.63
Category 3 and 4: Comfortably Off and Moderate Means				
% comfortably off (Categories 3 and 4)	40.32	38.53	46.44	43.02
Category 5: Hard Pressed				

DRAFT April 2010

	North Norfolk	Norfolk	East of England	England
% hard-pressed (Category 5)	8.85	16.03	14.29	20.09
% struggling families (Group 5N)	7.23	9.84	9.74	11.54
% burdened singles (Group 5O)	1.42	3.73	3.03	4.34
Unclassified				
% unclassified (mainly communal population)	0.45	0.24	0.32	0.36

DRAFT April 2010

How Equalities is Managed.

Chief Executive. Provides direction and articulates the Council's aspiration in relation to Equality & Community Cohesion. Personally liable for legal compliance.

Cabinet

Consider recommendations made by the corporate Management Team.

Senior Management Team
Comprised of Service Managers Consulted on Equality Schemes and responsible for Equality Impact Assessments

Corporate Management Team
Comprised of Chief Executive & four Directors.
Sanction recommendations made by the Equality and Diversity Board

Equality & Diversity Board
Plans and coordinates the Council's response to equalities legislation. Monitors Progress.

Director for Communities. Responsible for Equality & Diversity Board.

Cllr Seward
Cabinet Member.

Cllr Sheridan
Equalities Champion

Community Directorate

Environment Directorate

Resources Directorate

Information Directorate

All services within the four directorates have 5 key equalities responsibility.

- Talk to residents to find out about what does and doesn't work well with their service and generate ideas to fix it.
- Prepare business plans to address the issues.
- Monitor the improvements.
- Complete Equality Impact Assessments.
- Update the Equality Board of their progress.

Scrutinises how well the Council provides services.
Scrutiny Committee

DRAFT April 2010

Roles and responsibilities

Chief Executive

The Equality & Diversity Board was set up by the Chief Executive two years ago to improve access to North Norfolk District Council services and to improve relationships between people of different backgrounds living in and visiting North Norfolk.

Cabinet

The Cabinet is a group of senior Councillors from the ruling Party group and makes decisions on important matters across the whole range of Council activities. It will usually be where preliminary debates about budget and policy matters are had, before going to Full Council for resolution.

Corporate Management Team

The Corporate Management Team is comprised of the Chief Executive and the four directors. They also make decisions about recommendations from the Equality & Diversity Board and are kept up to date with the progress of the board via half yearly reports.

Senior Management Team

The Senior Management Team is comprised of the Councils Senior Managers (those who are responsible for service areas). They are consulted on the Councils schemes and are responsible for the:

- Screening of council policies and functions.
- Completion of Equality Impact Assessments (including partnership EqIAs).
- Inclusion of equality objectives and monitoring in contracts and service levels agreements.
- Implementation of tasks within the equality schemes' action plans.

Equality & Diversity Board

The Board is comprised of Service managers, the Cabinet Member & Champion for Equalities, UNISON (The staff union), Head of Organisational Development and community team staff. The board is managed by the Director for Communities. The board plans and coordinates the Council's response to equalities legislation and reports on the Council's progress in this area.

Scrutiny

This Committee looks in detail at the Council's efficiency, economy and effectiveness, to ensure the Council continuously improves the work it does. The Scrutiny Committee can also undertake detailed investigations into the way services are provided and managed, and how taxpayers' money is spent.

In terms of Equality & Community Cohesion, it can consider how well these issues are considered in the way we provide our services and the level of progress the Council is making on the actions contained in corporate documents such as this scheme and the Corporate Plan.

DRAFT April 2010

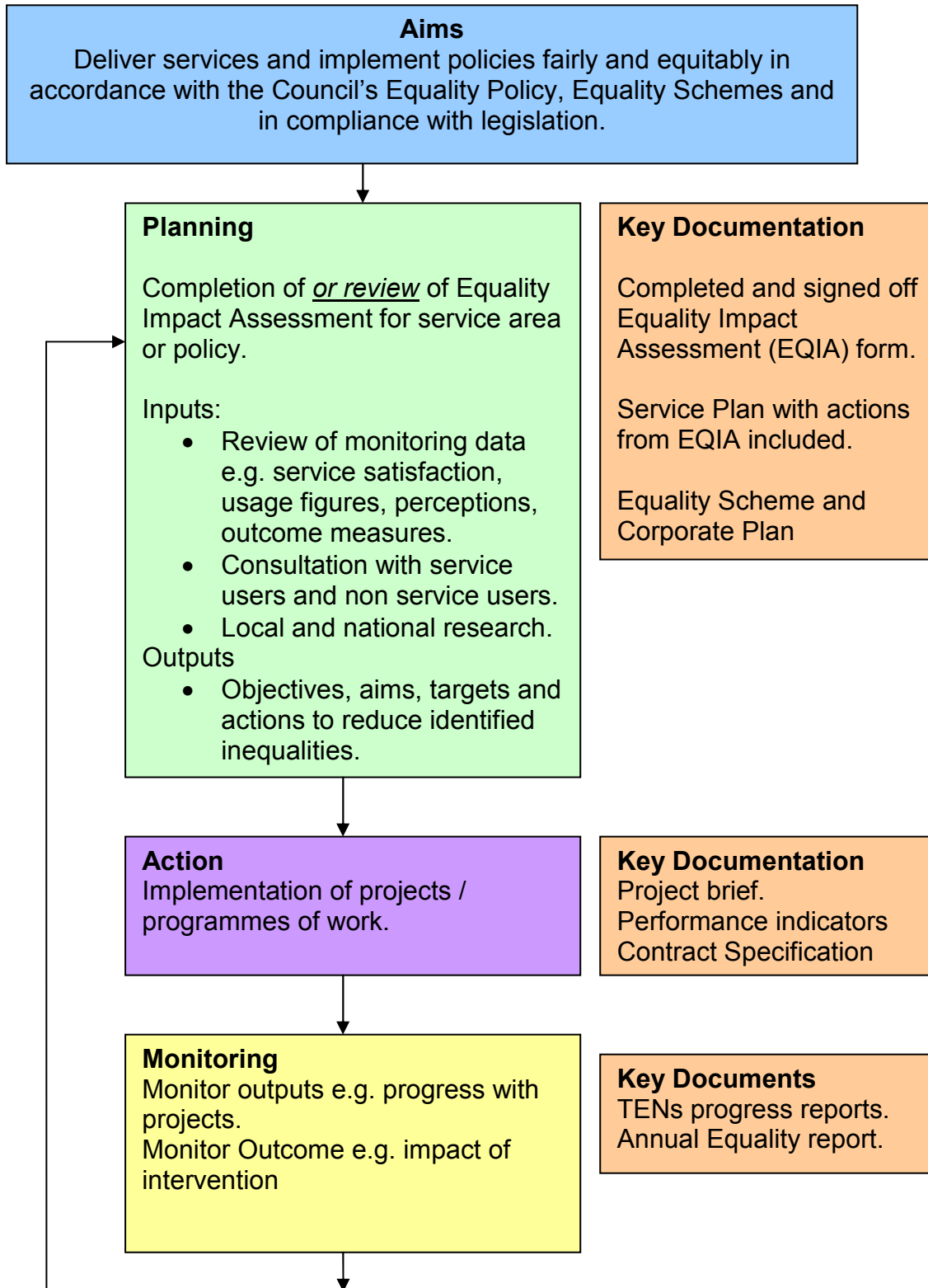
Directorates and their Services

Communities	Environment
Active Communities Costal Strategy. Economic Development & Tourism. Leisure & Cultural Services, Planning Policy. Strategic Housing.	Environmental Health. Environmental Services. Health & safety. Business Continuity. Emergency Planning. Planning & Building Control.

Resources	Information
Audit & Performance. Carbon Reduction. Finance. Property. Revenues & Benefits. Organisational Development including; Human Resources, Policy & Performance.	Communications. Customer Services. Legal and Democratic Services. Electoral Services. Information Communication Technology. Postal & Scanning Services. Print room.

DRAFT April 2010

Integrating equality into Key Business Processes

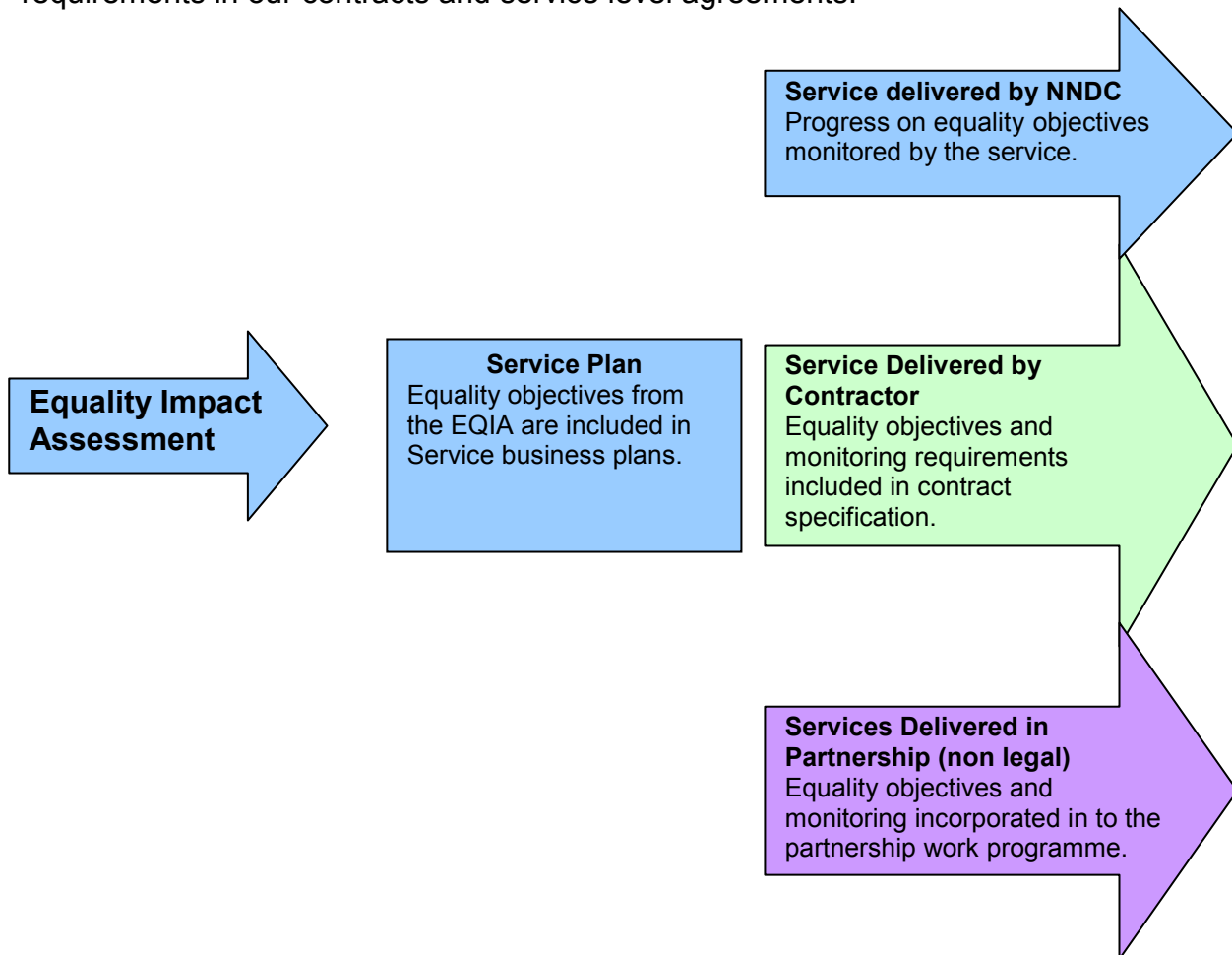


DRAFT April 2010

Partnership Working

The Council quite often will work in partnership with another organisation to deliver a service. Where partnerships do not have a separate legal identity in their own right, they will not be bound collectively by equality duties, however the partners (public authorities) will individually and must ensure that they give due regard to equality in relation to the work of the partnership.

Where partnerships have a separate legal entity and we procure services or have service level agreements with them, we include the equality objectives and monitoring requirements in our contracts and service level agreements.



DRAFT April 2010

Promoting Equality Through Procurement

As a major procurer of goods and services in the North Norfolk area, we have a responsibility to ensure that the suppliers and contractors with which we conduct business do not operate in a way that contradicts legislation or the Council's policy on equality.

We have a Procurement Toolkit available which provides officers with a whole host of guidance and templates in relation to the Council's procurement practices, including how to build equality into the procurement process. Full and effective consideration of equal opportunities issues can be achieved at various stages of the tendering process, and the guidance covers the following areas:

Packaging of Contract – the Council is committed to a mixed economy using public, private and voluntary sector organisations to deliver high standards and value for money services to meet the needs of local people. Points to consider include:

- The packaging of services for tendering can provide opportunities for the voluntary/community sector.
- Inappropriate aggregation of contracts may exclude smaller businesses, e.g. smaller contracts may be more responsive to the needs of service users.
- Are there aspects of the service that require specific 'added value'?

Specification - The specification defines the output/performance required, what the provider must supply and what will be paid for. This would include service or policy aims and objectives which will have been Equality Impact Assessed. It includes what you require the Tenderer to do by way of promoting equal opportunities information and practice.

Contract Conditions - Contract Conditions deal with the rights and responsibilities of each party. This is likely to include the specification, method statement, tenderers' response to the method statement, drawings, letters of clarification etc.

Method Statement - A Method Statement is a detailed statement provided by the Tenderer on how they intend to meet the requirement laid down in the specification.

Tenderer Selection – when completing a tender, prospective suppliers have to provide information for us to assess their suitability to tender by completing a questionnaire.

- Part 1 of the questionnaire includes the 'six approved' questions on race relations and a question on equal opportunities legislations. It should be noted that if a questionnaire reveals a negative or contra-indicator, this does **not** automatically disqualify a bidder. If a company has been subject to a tribunal or investigation, this can result in the company implementing good policy and procedures, so always test negative answers.
- Part 2 of the questionnaire is used to provide technical information where appropriate i.e. assessing service providers' capability in meeting the requirements of a contract.

DRAFT April 2010

Tender Evaluation – The quality/price evaluation of tenders is an important part of our value for money approach to procurement. We choose the tender that gives us the best balance of quality and price, and not just the lowest price. The basic principles of evaluation are the same for all specifications of the contract. Evaluation methods should be fair and consistent, against relevant and objective criteria to find the tender that is most economically advantageous or which offers the best overall long-term value for money.

Performance Monitoring - Performance monitoring is a system of regular checks to ensure that the performance meets the specification. The Contractor may also be required to provide other equal opportunities information about the service being delivered such as usage figures for example. (these need to be developed by client departments).

DRAFT April 2010

Progress

In the past couple of years, the Equality & Diversity Board established to address equality and diversity issues across the authority, has developed the council's schemes, action plan and taken forward a programme of work to improve access to council services and relations between people of different backgrounds. By this we mean differences in terms of: being disabled and non disabled, age, different ethnic backgrounds, genders, sexual orientation and religion and belief or no religion/belief.

During the first phase of work, the Board's focus has been on understanding equalities in North Norfolk and equipping the Council with the knowledge and skills to improve the quality of life for people living in and visiting North Norfolk. The work we have completed, since our first scheme back in 2006, is summarised in the table below.

Year	Achievement
2006	<ul style="list-style-type: none"> ▪ 'Day in a Life' consultation with disabled people. ▪ Disability Equality Scheme published. ▪ Published statutory workforce data. ▪ Introduced employee support programme. ▪ Provide Disabled Facility Grant to enable disabled residents to live independently in their own home (Existing statutory duty)
2007	<ul style="list-style-type: none"> ▪ Gender Equality Scheme published. ▪ Won the national Chartered Institute of Public Relations award for Best Consultation Campaign 2007 for 'Day in a Life' consultation. ▪ Developed Equality Impact Assessment (EQIA) process and piloted it with 3 services – Benefits, Communications and Property Services. EQIA means reviewing the accessibility of services and how well they encourage good community relations. ▪ INTRAN translation services introduced to the Council. ▪ Completed 5 district wide residents surveys on community relations about: Disabled people, Black and Minority Ethnic residents, men and women, young and old people, people from Religious and Belief groups, Lesbian, Gay Bisexual and Transgender people. ▪ Worked to develop temporary stopping sites for Gypsies and Travellers. ▪ Established contact with migrant workers in North Norfolk via the 'How Warm is Our Welcome' consultation and established the New Communities Network. ▪ Established North Norfolk Youth Voice. ▪ Reviewed population figures and trends. ▪ Developed and distributed the Team Disability Awareness raising and action planning packs. ▪ Completed the Audit Commission's Knowing Your Communities self assessment. ▪ Assessed and set up a system to monitor the balance of women and men in key decision making roles and return rates of women on maternity leave and whether they are returning to jobs at the same level of responsibility and pay. ▪ Branching Out in Your Community Pilot started. Aims to increase the number and diversity of people standing for election, support elected

DRAFT April 2010

	<p>members in their representative role and encourage and support councils to engage with their communities.</p> <ul style="list-style-type: none"> ▪ Annually reviewed our progress & produced an Annual Equality Report. ▪ Secured UNISON's regular participation on the Council's Equality & Diversity Board. ▪ Established North Norfolk Youth Voice which enables us to liaise with younger residents and understand their experiences of services and of living in the District. This forum is looking at ways to encourage more young people to get involved such as young carers and young parents. ▪ Car parking leaflet carries message about use of disabled car parking bays. ▪ The Council's household magazine carried stories of responsible parking. ▪ Published statutory workforce data. ▪ Equality Impact Assessment training. ▪ Provide Disabled Facility Grant to enable disabled residents to live independently in their own home (Existing statutory duty)
2008	<ul style="list-style-type: none"> ▪ Race Equality Scheme Published. ▪ Completed a literature review and worked with a local Transgender group to Identify issues and barriers affecting transsexual staff & potential staff and barriers to using services. Published 'Transgenderism and Council Services' report. ▪ Worked with the Audit Commission to establish a baseline assessment of level of compliance with equalities legislation. ▪ Audit Commission Workshops for Third tier Management, Corporate Management Team and Cabinet regarding equalities responsibilities. ▪ Staff training for Equality Impact Assessments. ▪ Equality Standard self assessment completed. ▪ Preparation of corporate monitoring guidance. ▪ Celebration of Black History Month: including Hidden Heritage Exhibition at NNDC Offices, craft day at Stalham Dual Use Centre, Kwanza event at Holt Country Park, Capoeira taster sessions for staff at Cromer Offices, community taster sessions at Sheringham and Cromer Libraries, food days in the staff canteen, lunchtime speaker for staff on refugee and asylum seekers, book club (small island) and themed film month via our partners at Sheringham Little Theatre. ▪ Development of two year equalities work programme. ▪ Continuation of Branching Out in your Community project. ▪ Annually reviewed our progress & produced an Annual Equality Report. ▪ Equality Impact Assessments in the following areas. <ol style="list-style-type: none"> 1. Economic Development & Tourism 2. Leisure and Cultural Services 3. Strategic Housing 4. Emergency Planning and Civil Contingencies. ▪ Published statutory workforce data. ▪ Equality Impact Assessment training. ▪ Provide Disabled Facility Grant to enable disabled residents to live independently in their own home (Existing statutory duty)
2009	<ul style="list-style-type: none"> ▪ Establishment of an eight bed refuge owned by Circle Anglia (Wherry Housing Association) and managed by Leeway, the provision of which was supported by NNDC.

DRAFT April 2010

	<ul style="list-style-type: none"> ▪ Equality Impact Assessment Training delivered to Managers. ▪ Equality & Diversity Training delivered to all staff and members regarding: the Councils equalities responsibilities, equality values, diversity in the District. ▪ Community Involvement training delivered to staff Equality Celebration of Black history Month. ▪ We became a signatory of the Multi Agency Hate Crime Protocol. <u>The protocol meets the obligations outlined in the cross governmental action plan for tackling hate crime.</u> ▪ Annually reviewed our progress & produced an Annual Equality Report. ▪ Completed a workforce profile. ▪ Updated our procurement guidelines to ensure that equality is a consideration when we purchase goods and services. ▪ Provided additional mentoring for staff completing Equality Impact Assessments. ▪ Staff Survey ▪ Flexible working survey. ▪ Monitoring introduced to complaints form. ▪ Provide Disabled Facility Grant to enable disabled residents to live independently in their own home (Existing statutory duty) ▪ Impact Assessments completed for 5 Service Areas: <p>Communities: Community Empowerment and Consultation Strategy, Migrant Worker Group, Child Protection, Safe Guarding Adults.</p> <p>Property Services: Council Offices, Foreshore and chalets and Toilets.</p> <p>Environmental Services: Access to Services and Communications, Licensing, Enforcement, Environmental Services</p> <p>Customer Services: Customer Service Standards, Customer Services Strategy</p> <p>Human Resources: Attendance Policy, Bullying Policy & Procedure, Disciplinary Procedure, Employee Adjustment policy, Equal Opportunities Policy, Grievance Procedure, Maternity Scheme, Maternity Support Leave Scheme, Pandemic Influenza Policy, People Strategy and Development Plan, Recruitment procedure and guidelines for managers, Corporate Learning, Training and Development (systems, process and procedures) and Disciplinary and grievance (systems, processes and procedures)</p>
2010 (up to Mar)	<ul style="list-style-type: none"> • Update of our Equality Scheme. • In partnership with the Norfolk Constabulary, County Council, Leeway (Suppliers of Domestic Abuse support services) we have reviewed Domestic Abuse and Sexual Violence crimes statistics, service provision, completing a gap analysis and identified priority actions for the District to reduce repeat offending, earlier intervention and support for people who experience this type of abuse and violence. • We have introduced sexual orientation and religion and belief into our monitoring for employees. • Participation in Lesbian Gay Bisexual Transgender (LGBT) History Month. e.g. participating in a scheme to get as many public bodies as possible raising the rainbow flag to mark the start of LGBT month and to

DRAFT April 2010

	<p>show public commitment to getting rid of discrimination and make it a safe place where people can be proud to be themselves.</p> <ul style="list-style-type: none"> • Consultation with Disabled residents regarding access of the Councils main offices. We worked with partners and disabled residents to shape up the method for the consultation. • Completed a pay gap analysis for our organisation. • Currently bidding to the Active Women fund to develop services for women with children aged 16 and under. • We are at stage 2 of the Village Sports fund to deliver a programme of physical activity for families in 30 location across the district over 3 years. The bid is for £700,000. • Provide Disabled Facility Grant to enable disabled residents to live independently in their own home (Existing statutory duty)
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From this work, improvements to our services are starting to emerge. Some of these are shown in the table below.

Issue	Improvement
Lack of facilities for Young People. Identified through consultation with young people and adults.	We attracted £100,000 from the Big Lottery for 4 new play parks and one skate park in 5 villages in remote rural parts of the district. (Bacton, Neatishead, Little Snoring, Baconsthorpe and Briston.)
	We attracted £100,000 from the Big Lottery to deliver, in conjunction with partners in the Youth Service and Voluntary sector, drop in play session for young people in remote rural parts of the district. Bacton, Potter Heigham, Walsingham and Aldborough.
	We have attracted £100,000 from the Play Builder fund to provide play facilities in North Walsham and Fakenham.
Poor health and well being for excluded groups e.g. disabled residents including people with learning difficulties and mental health concerns. Evidenced by national research and consultation with local partners who work with disabled residents.	We attracted £200,000 to deliver the Access to Nature project which improves people's well being through conservation work. The project has now developed a stakeholder group from participants who regularly feedback on the project and how it can evolve its services.
Low physical activity levels amongst older residents (lower than national and regional average)	We attracted £100,000 over 5 years to fund the 'Fit as Fiddle' project which delivers opportunities for older residents, particularly in the remote rural parts of the District.
Poor communication with people with disabilities.	We now offer signing, lip speaking, easy read and audio translations when communicating with residents with disabilities.

DRAFT April 2010

Poor Communication with Young People.	We have set up and support North Norfolk Youth voice who are now engaging with a wider range of young people and preparing a Young Persons engagement Strategy.
Poor communication with people whose first language isn't English	We now offer Face to Face and telephone interpreting and written translations. We have set up and support a New Communities Network.
Low awareness of benefits amongst harder to reach groups.	We now attend community events and are working with Voluntary Norfolk to improve publicity and to establish outreach surgeries with voluntary and community groups.

Things we need to roll forward into our updated action plan include:

1. Raise residents', staff and members awareness of inequalities.

More details about our progress can be found in our Annual Equality report which is published in December each year and can be seen on the Council webpage at,

<http://www.northnorfolk.org/community/4968.asp>

DRAFT April 2010

How we decide the priorities

In order to help ensure equality for everyone in North Norfolk, we need to know how our service and employment policies and functions affect different people and whether they help us to:

- Eliminate unlawful discrimination and harassment.
- Promote equality of opportunity.
- Promote good relations between persons of different backgrounds.
- Encourage participation by in public life for people of different backgrounds.

To work out what the big equality issues are in North Norfolk, we complete Equality Impact Assessments on our Policies and Functions, engage with residents, staff and members, use local and national research, performance indicators and monitoring data Impact Assessments are the Council's method for assessing the effect or the likely impact of its functions and policies (the things we do and decisions we make), on residents, visitors and employees in relation to their ethnicity, gender, disability, age, religion and belief and sexual orientation.

When reviewing our policies and functions we need to be able to answer the following questions:

1. How much a service or policy affects people from different backgrounds.
2. Which of our equality aims are advanced or blocked by a given service or policy?
3. Is there any reason to believe that people from some groups are or could be adversely affected by our services or policies?

The first stage of the process is for each service to 'screen' their policies, functions and assess:

- Their relevance to equalities legislation.
- Their potential for discrimination.
- Any evidence of difficulties accessing the service or poor community relations e.g. complaints, consultation and monitoring information.

Based on this assessment they are categorised as either: high, medium or low priority for a full Equality Impact Assessment. A full list of Council's policies, functions and partnerships are listed in Appendix B. It shows the priority rating for these policies, functions and partnerships to complete impact assessments.

All new or updated policies are impact assessed as a matter of course. New services or major changes or cuts in service are impact assessed too.

The type of information used in Screening policies and functions and completing Equality Impact Assessments is listed below.

Each Equality Impact Assessment is published on our website and detail the information used, resident and stakeholder involvement, any adverse impact found and action plans to address the issues and improve equality, community relations and reduce harassment.

DRAFT April 2010

We use a variety of research and monitoring information to answer these questions. This help us to work out which functions or policies we may need to change. Our equality Impact Assessment guidance can be found at http://www.northnorfolk.org/files/EqIA_Guidance.pdf.

Mapping and Monitoring: gathering and using Information

- Council Equality Impact Assessments
- Census 2001.
- Norfolk Insight. (Data Observatory)
- Workforce profile.
- Domestic Abuse and Sexual Violence Crime Statistics.
- Hate Crime and Hate Incidents Statistics.
- Multi Agency Hate Crime Protocol.
- Norfolk Community Cohesion Network's Community Action Community Cohesion Report.
- Partners publications e.g. Norfolk race equality Council 'Breaking the Silence Domestic Violence Project', Norfolk Coalition of Disabled People Social Action Research Project 'The Aspirations of Disabled People in Norfolk 2008/09'
- Equality and Human Rights Commission (EHRC)
 - A practical guide to revising gender equality schemes.
 - Making real change happen: disability equality schemes.
 - Setting objectives and producing a gender equality scheme
 - Disability Equality Schemes: the three-yearly review
- EHRC 2009 End violence Against Women Map of Gaps 1 & 2.
- Home Office 2009 Together we can end violence against women and girls.
- Secretary of State Reports on Disability Equality
- Knowing Your Communities Assessment.
- Audit Commission Assessments.
- Improvement and Development Agency's Equality Framework assessment.

Any data gaps identified by services when completing Equality Impact Assessments are collated corporately or within services business plans.

Community Engagement

Other information we utilise comes from our community engagement and consultation work. This involves:

Talking to staff

Talking to staff and members e.g. Staff surveys, flexible working surveys, focus groups, staff suggestion box, appraisals, one to one supervisory sessions with line managers and briefings and consultation with staff and members via Equality and Diversity Board and service managers and UNISON.

Consulting residents

To consult with residents we use, Place survey, North Norfolk Youth Voice, Older Persons Forum, residents in residential and nursing care, Citizens Panel, New Communities

DRAFT April 2010

Network, Disability organisations, surveys and focus groups plus any qualitative data from attending various community forums and events (Outreach workers / frontline staff and members).

Consulting other organisations

We ask other organisations including other Council's, the Audit Commission, specialist voluntary and community organisations e.g. Norfolk Constabulary, Norfolk County Council, race equality council's, domestic violence service providers etc

Engaging with Disabled People to Development the Scheme

Disabled people in Norfolk want to try a new approach to producing disability equality schemes. The aim is to design and pilot an innovative model for developing and monitoring schemes that puts disabled people more firmly in control and better placed to influence development.

Public agencies in Norfolk have agreed to work together with the Norfolk Coalition of Disabled People (NCODP) to pilot this approach over the next year. This scheme sets out a proposed framework and action plan for taking this forward. It also sets out statutory information required by the Disability Equality Duty, such as three-year actions on workforce equality, and arrangements for gathering information on disability across service delivery and employment.

To learn more about the Council's Community Engagement Team, please contact the Community Team Manager on 01263 516340

The big issues and challenges for North Norfolk

The following pages outline what the Council sees as the big equality and community cohesion challenges for North Norfolk in the short to medium term.

Community Safety & Access to Justice

Under the Crime & Disorder Act 1998 (CDA) North Norfolk District Council has a responsibility, with their partners, to reduce crime and disorder and develop and implement a strategy to tackle problems in their area. Equalities legislation means we strive to ensure safety for all.

Domestic Abuse

The Government defines domestic violence as "Any incident of threatening behaviour, violence or abuse (psychological, physical, sexual, financial or emotional) between adults who are or have been intimate partners or family members, regardless of gender or sexuality." This includes issues of concern to black and minority ethnic (BME) communities such as so called 'honour killings'. The majority of victims of Domestic Abuse are female.

Issues

1. Nearly half of all violent crime within the district is comprised of Domestic Abuse and Sexual offences. The outreach service is due to close in March 2010.

DRAFT April 2010

2. On average women don't report Domestic Abuse until they have experienced 35 attacks.
3. On average only 35% of Domestic Abuse cases are reported to the Police.
4. On average only 5% of Domestic Abuse cases are prosecuted. Perpetrator programmes are currently only available post conviction. There are no community programmes pre-conviction.
5. Limited information promoted regarding domestic violence experienced by men or people in same sex couples.

Hate Crime

The Council is required to work with partners to ensure the safety of residents including monitoring and responding to hate crimes/incidents, including taking direct action to prevent such incidents occurring.

People can experience a Hate Crime/ Incident because of their actual or perceived age, disability, cultural, ethnic, national or racial origin, gender or gender identity, religion or belief, sexual orientation or some other aspect of their appearance or lifestyle.

Issues

1. Under reporting of homophobic, racist, transphobic and disabilist hate incidents and crimes.
2. Lack of tension monitoring in communities.
3. There are tensions within the community regarding a perceived inequality in the ability of people to access social housing. There is a perception it is more available to women and migrant workers.
4. Homophobic bullying in schools.
5. Reports of hate incidents tend to centre in or around pubs and bars.

Modernising public services

Equality Impact Assessments (EQIAs) are one way the Council tries to ensure that services are accessible and contribute to good community relations.

1. People with disabilities often feel isolated due to lack of physical access to premises and recreational facilities e.g. cinemas, beaches, country walks, swimming, visiting restaurants, pubs and clubs.
2. People with disabilities feel isolated due to poor bus service. E.g. lack of buses, good signage, in accessible waiting areas and directions to venues only giving instructions for people travelling by car.
3. Transgender people don't use leisure services for fear of discrimination.
4. There is a perception that access to services is limited by abuse of disabled car parking spaces, lack of disabled car parking spaces in Towns and at Supermarkets and irresponsible car parking e.g. over dropped kerbs.
5. Disabled residents find it difficult to access information about benefits
6. Affordable housing is needed, especially for young people and lack of targeted action on health inequalities.
7. Low awareness and understanding of accessible tourism. This is very pertinent as Tourism is a key strand of the local economy. Disability increases substantially after

DRAFT April 2010

the age of 45 and the over 50s take between 5 and 6 breaks a year. By 2025 more than a third of the UK population will be over 55 so this is a growing market. Only a small percentage of disabled people holiday. Anecdotally demand outstrips supply – lack of places to stay and facilities to use when arriving at destination. This is born out by consultation with local residents who identify that quite often pubs, bars, restaurant and shops etc are really hard to access.

8. Low awareness of mental health and how this relates to service provision.
9. No policy for waste collection on Gypsy and Traveller Encampment.
10. Potential for age discrimination with taxi and private hire policies.
11. Enforcement procedures don't have guidance for working with young people.
12. Financial access to leisure centres for disabled residents and their carers and children of disabled parents.
13. Access to dual use sports centres in Stalham reported as limited.
14. Customer Charter, Strategy and protocols out of date with poor objectives and actions.
15. Difficulty using public transport for disabled people.
16. Communication cited, by disabled residents, as one of the biggest barrier to using services.

Power Sharing

There is a power gap in institutions and workplaces. Women, black and minority ethnic people and disabled people are much less likely than men to reach the top of their professions. The Council is looking at power gap in several ways:

1. Fairness and representation in top 5% of jobs within the Council. **Please see section on employment.**
2. The power gap in political representation within Towns, Parishes and the District Council.
3. People of all ages, ethnic backgrounds, genders, beliefs, abilities and sexual orientation have an equal opportunity to voice in their opinions and influence decisions affecting their local community.
4. no regular monitoring of community participation.

Democratic representation Issues:

A survey of all parish and town councillors and clerks in North Norfolk showed that:

1. Women are slightly under represented.
2. Younger age groups are under represented.
3. Black and Minority Ethnic residents are under represented.
4. The involvement of carers as parish or town councillors reduces as care time increases.
5. People who work are under represented.
6. No monitoring profile of District Councillors.

The results showed disabled people represented at levels found within the North Norfolk population.

DRAFT April 2010

Voting Issues:

1. National research shows that only 31% of people with learning disabilities voted in the 2005 general elections in comparison to 60% of the rest of the population.
2. No knowledge of use of vote across other demographic groupings.

Community Influence Issues:

1. Little monitoring or central record of consultation or community engagement, the results, the use of them and the outcomes.
2. Only 32% of residents feel they can influence decisions affecting their local area.
3. No expenses policy as the Council can reduce the accessibility of council community engagement activity.
4. Residents who are dissatisfied with the council are more likely to want to be involved in decisions affecting their local area. This tends to be residents below the age of 65. This is also the age group of people who are least inclined to feel like they belong to their community, that they can influence decision affecting their local area or that people from different backgrounds get on well together. The age groups most keen to influence decision affecting their local area are the 18-24s and 35-44s. This reflects anecdotal evidence of intergenerational tension within the community.
5. The Council, previously, has had limited involvement with: people in residential institutions, older carers, young people, black and minority ethnic groups, religious / belief groups, LGBT residents.
6. Communication with disabled residents isn't always accessible.
7. Voluntary and Community Organisations (VCOs) need support in putting equality policies into practice.
8. VCOs have difficulty accessing professional interpretation services due to high cost and reliance on volunteers.
9. VCOs Perceive public authorities rely on them for information and consultation without receiving reciprocal support, they aren't represented at strategic levels and feel they aren't able to influence decisions making, though this depended on the aim of the particular VCO.
10. Aren't able to bid for contracts/operate at strategic level.
11. Limited knowledge and skills in BME led VCOs in applying for funding.
12. Know knowledge of gender split of board of community partnerships we fund or their practices to engage with diversity within the community and be accessible.

Employment & Pay

Key Observations

1. NNDC Pay Gap analysis due to compete in Spring 2010.
2. 3.48% of the NNDC workforce identify as disabled compared to 15.63% of the district population who are economically active. The proportion of disabled applicants is 4.79%.
3. No formalised procedure to support staff who wish to transition whilst in employment with Council.
4. The top 5% of earners at the Council do not reflect the ethnic composition of the District.

DRAFT April 2010

5. The top 5% of earners at the Council do not reflect the gender split within the district.
6. No staff networks for disabled employees.
7. Nationally, on average women have 40% less income in retirement than men due to the pay gap.
8. The North Norfolk unemployment rate for disabled residents and black and minority ethnic residents is double the district average.
9. Migrant workers identified the issue of employment rights as important.
10. Only 34% of residents feel that family friendly opportunities at work are equally accessible to men and women. People aged 60+ believe they have less access to family friendly policies.

The full copy of the Council's work force profile is available
<http://www.northnorfolk.org/community/4968.asp>

DRAFT April 2010

Organisational Capacity: Training, Support and Guidance

To ensure we are able to deliver the plans contained in this scheme we provide guidance, training and support in a range of areas including:

- Business planning, objective and target setting.
- Equality Impact Assessments.
- Policy development.
- Scrutiny.
- Monitoring.
- Community engagement and consultation.

Support for services completing Equality Impact Assessments, Community involvement exercises, recruitment and introducing and reviewing monitoring arrangement is available from staff with these specialisms or consultants.

Key Issues:

1. Monitoring of service use and impact is inconsistent.
2. Equality issues rarely written as SMART Equality objectives.
3. Low awareness of Domestic Abuse.
4. Low awareness of Hate crime / incidents.
5. Inconsistent knowledge and confidence about when to complete EQIAs.
6. Build confidence of Scrutiny in use of Equality Impact Assessments and community engagement.
7. No formal process for quality checking EQIAs or to review the effectiveness of the EQIAs.

DRAFT April 2010

Monitoring Equality and Reviewing Progress

Broadly speaking there are 7 ways we make sure we put this scheme into practice.

1. Monitoring our employment procedures and how well our services work e.g. statutory employment monitoring, service satisfaction surveys, usage rates for services, staff surveys.
2. Monitoring our services e.g. usage, representation, enforcement levels.
3. The Council's Performance and Risk Board meet regularly with services to monitor progress against the business plans to make sure we keep on track.
4. Monitoring progress. Every 3-4 months, the Council's Equality & Diversity Board prepare a statement about progress against the scheme's action plan and consider any changes or remedial action which needs to be taken.
5. Using Impact Assessments. The results of the Impact assessment are used to inform services business plans.
6. Scrutinising what we do. The Council's Scrutiny Committee review decisions and council practice.
7. Writing and regularly reviewing our equality scheme action plan and services business plans.

DRAFT April 2010

Action Plan

The action plan is attached at Appendix C.

Publicity

We will:

- Publish the scheme on our website
- Send the scheme to interested organisations in Norfolk
- Make this scheme available on audio tape and in large print, other formats and languages on request.
- Publicise the scheme through newsletters and at other opportunities.

Every year we will publish an Annual Equality Report which will give you an overview of:

- The progress made on the scheme's action plan and any changes made to scheme and action plan.
- The Impact Assessments completed each year, what they found out and the changes which are being implemented.
- Commentary on the Council's equality monitoring data in relation to employment.
- The Council's consultations.

The report will tell you where you can get more detailed information, should you have an interest in a particular area.

The report will be:

- Published on our website.
- Mailed directly to individuals and organisations who have been involved with the Council and its equalities work.
- Advertised in the Council's household magazine Outlook.
- Publicised via the staff newsletter The Briefing.
- Publicised via the Councillors newsletter The Bulletin.
- Available on the staff and councillors Intranet.
- Be made available in appropriate formats where individuals / organisations communication needs are known. Alternatively, it will be available on audio tape, in large print, in easy read, other languages and other formats on request.

DRAFT April 2010

Contact us

For more information on this Equality Scheme please contact:

Community Liaison Worker
North Norfolk District Council
Holt Road
Cromer
Norfolk
NR27 9EJ

01263 516052

Alternatively you can find out more about the Council's work in relation to equality by going to www.northnorfolk.org

DRAFT April 2010

Appendix A: Equality Legislation relating to NNDC

Year	Legislation	Responsibilities
2000	The Race Relations Amendment Act	<p>Requires Local Authorities to:</p> <ol style="list-style-type: none"> 1. Eliminate unlawful racial discrimination. 2. Promote equality of opportunity. 3. Promote good relations between persons of different racial groups. <p>The specific duties contained within the legislation require Local Authorities to prepare a Race Equality Scheme (RES) which details how it will meet the general duties listed above.</p> <p>The following information should be included within a Local Authorities RES:</p> <ol style="list-style-type: none"> a) A list of its functions and policies, or proposed policies, which the local authority has assessed as relevant to its performance of the general duty, and its arrangements for: b) Assessing and consulting on the likely impact of its proposed policies on the promotion of Race Equality. c) Monitoring its policies for any adverse impact on the promotion of race equality. d) Publishing the results of such assessments and consultation as mentioned in a & b. e) Ensuring public access to information and services which it provides, and f) Training staff in connection with the general duties.
2005	Disability Discrimination Act	<p>This amends the Disability Discrimination Act 1995 so that it now places a duty on all public authorities, when carrying out their functions, to have due regard to the need to:</p> <ul style="list-style-type: none"> • promote equality of opportunity between disabled persons and other persons • eliminate discrimination that is unlawful under the Act • eliminate harassment of disabled persons that is related to their disabilities • promote positive attitudes towards disabled persons • encourage participation by disabled persons in public life; and • take steps to take account of disabled persons' disabilities, even where that involves treating disabled persons more favourably than other persons.

Year	Legislation	Responsibilities
2003	The Employment Equality (Religion or Belief) Regulations	The Employment Equality (Religion or Belief) Regulations 2003 provide a certain level of protection for people on the grounds of religion or belief. The Regulations ensure that direct and indirect discrimination; victimisation and harassment on the grounds of religion or belief are outlawed and applies to all aspects of employment.
2006	The Racial and Religious Hatred Act	The Racial and Religious Hatred Bill received Royal Assent on 16 February 2006 and is therefore now an Act of Parliament. The Racial and Religious Hatred Act 2006 amends the Public Order Act 1986, to create offences involving stirring up hatred against persons on religious grounds. The legislation ensures that protection is provided to people against harm because of their religious beliefs or lack of religious beliefs. The Act is came into force in February 2007.
2006	The Equality Act (religion & belief)	The Equality Act introduces provisions to protect people on the grounds of religion and belief in the area of goods, facilities and services. This replicates similar legislation in the areas of race and disability. The Act received Royal Assent in on 16 February 2006 and came into force in April 2007.
2006	The Equality Act (Gender, including Transgender)	<p>The general duty under the Equality Act 2006 requires all public authorities, when carrying out their functions, to have due regard to the need to:</p> <ul style="list-style-type: none"> • Eliminate unlawful discrimination. (a) • Eliminate harassment. (b) • Promote equality of opportunity between men and women. (c) <p>The Gender Equality Duty requires Local Authorities to have due regard to the need to eliminate unlawful discrimination and harassment against transsexual people in the field of employment and vocational training. The scope of legal protection against discrimination on grounds of gender reassignment was extended in the Sex Discrimination Act by 21st December 2007, by the implementation of the Goods & Services Directive 2004/13.</p>
2006	The Equality Act (Sexual Orientation)	Part 3 of the Equality Act 2006 made provision for regulations to be introduced to extend the protection against discrimination on grounds of sexual orientation. This enabled provisions to be made to protect against discrimination on the grounds of sexual orientation

		<p>(perceived or actual):</p> <ul style="list-style-type: none"> ▪ in the provision of goods, facilities, services, education ▪ in the use and disposal of premises ▪ in the exercise of public duties <p>The Equality Act (Sexual Orientation) Regulations 2007 became law on 30 April 2007, making such discrimination unlawful.</p>
Year	Legislation	Responsibilities
2006	The Employment Equality (Age) Regulations	<p>The Government's new age discrimination law gives individuals important new rights, extend existing rights and remove traditional barriers. The laws help ensure that people are no longer denied jobs or harassed because of their age, and in most cases, workers of <i>all</i> ages will have an equal chance of training and promotion. For example:</p> <ul style="list-style-type: none"> ▪ The upper age limit for unfair dismissal and redundancy rights was removed. This means that older workers will get the same rights to claim unfair dismissal - or to receive a redundancy payment - as younger workers. ▪ Employees now have a statutory right to request working beyond compulsory retirement, which employers have a 'duty to consider'. Employers must also give workers at least six months' notice of their retirement date.

Key

Race

- A - Eliminating unlawful racial discrimination.
- B - Promoting equality of opportunity between persons of different racial groups.
- C - Promoting good relations between persons of different racial groups.

Disability

- D - Promote equality of opportunity between disabled people and other persons.
- E - Eliminate discrimination on the grounds of disability.
- F - Eliminate harassment of disabled persons that is related to their disabilities.
- G - Promote positive attitudes towards disabled persons.
- H- Encourage participation by disabled persons in public life.

Gender

- I - Eliminate unlawful discrimination.
- J - Eliminate harassment.
- K -Promote equality of opportunity between men and women.

Age

- L - Eliminate unlawful discrimination.
- M - Eliminate harassment.
- N -Promote equality of opportunity between people of different ages.

Religion & Belief

- O- Eliminate unlawful discrimination.
- P - Eliminate harassment.
- Q -Promote equality of opportunity between people of different religions or beliefs.

Sexual orientation

- R- Eliminate unlawful discrimination.
- S - Eliminate harassment.
- T -Promote equality of opportunity between people of different sexual orientation.

Appendix B: List of Policies and Impact Assessments

Impact Assessment are the authority's method for assessing the impact of its policies and practices, or the likely impact of its proposed policies and practices in relation to the general duties contained in the Equality Act 2006. By policies and practices we mean all the current or proposed activities which the authority carries out.

The matrix below shows the criteria used to prioritise which policies and practices will be assessed. The results from the consultation with disabled people, forms part of the evidence referred to in the matrix.

Priority	Criteria	Characteristics
High	<p>Evidence of negative outcomes on men and women</p> <p>Evidence of significant public concern about how disabled people are treated or services are delivered.</p> <p>Evidence of concern on relations with male and female residents and visitors.</p>	<p>Front line / outward facing services which exercise considerable power / influence over different groups or individuals.</p> <p>Strategic planning functions with direct impact on how services which have a gender dimension are organised.</p>
Medium	<p>Some evidence that men and women could be treated differently.</p> <p>Evidence of some public concern that groups are treated differently.</p> <p>Some evidence of poor relations with male and female residents and visitors.</p>	<p>Front line / outward facing services with day to day contact with residents but where less scope / evidence for or evidence of discriminatory outcomes.</p> <p>Strategic functions which could influence how men and women are treated.</p>
Low	<p>Little or no evidence that men or women could be discriminated against.</p>	<p>Back office support functions which support other Council services.</p>

DRAFT April 2010

Using this grid and the results of the consultations, the Council has prioritised the order in which services will carry out an Impact Assessment

High		Medium		Low	
Leisure & Cultural Services	√	Planning Policy		Legal Services	
Property Services	√	Conservation & Design		Accountancy & Exchequer	
Human Resources	√	Environmental Services – waste & cleansing	√	ICT Services	
Business Process Review action plan		Development Control		Environmental Protection	√
Strategic Housing	√	Revenues & Benefits Services	√	Environmental Health - commercial	√
Economic Development & Tourism	√	Active Communities	√	Environmental Strategy & Policy	
Democratic Services		Customer Services, Communications & Performance.	√	Planning Enforcement	
				Internal Risk & Audit	
				Building Control	

This grid will be modified during the course of the 3 year life time of this scheme and its action plan, as new information becomes available e.g. major strategic reviews of council services, increase in complaints in a particular service area.

List of Policies

High			
Document Name	Source of Information	Type of document	✓ / ✗
Equal Opportunities Policy	Head of Organisational Development	Policy	✓
Bullying Policy and Procedures		Policy	✓
Employee Job Share Policy		Policy	
Maternity Scheme		Policy	✓
Maternity Support Leave Scheme		Policy	✓
Pandemic Flu policy		Policy	✓
Paternity Leave Policy		Policy	✓
Corporate Learning		Policy	✓
Training and Development		Policy	✓
Disciplinary Procedure		Procedure	✓
Employee Adjustment Procedure		Procedure	✓
Grievance Procedure		Procedure	✓
Officer Employment Procedure Rules		Procedure	
Attendance Policy		Procedure	✓
Employee Adjustment Procedure		Procedure	✓
Recruitment Procedure and guidelines	Procedure	✓	
People Strategy and Development Plan		Strategy/Plan	✓
Combined Equality Scheme	Supporting Communities Manager	Procedure	
Safe Guarding Adults Procedure		Procedure	✓
Community Plan		Strategy/Plan	
Community Empowerment Strategy		Strategy/Plan	✓
Protocol on Reporting of Hate Incidents		Protocol	
Child Protection Policy and Procedures		Policy	✓
Customer Charter and Standards	Customer Services Manager	Protocol	✓
Customer Services Strategy		Strategy/Plan	
Customer Alert List Policy v1		Policy	
Homelessness Strategy	Strategic Housing Manager	Strategy/Plan	
Housing Strategy		Strategy/Plan	
Licensing Policy	Environmental Health Manager	Policy	✓
Environmental Health Enforcement Policy		Policy	✓
Food Law Enforcement Service Plan (Food Sampling)		Strategy/Plan	
Procurement Strategy 2005-2008	Financial Services Manager	Strategy/Plan	
Communications Strategy	Communications Manager	Strategy/Plan	✓
Economic Development Strategy	Economic	Strategy/Plan	✓

DRAFT April 2010

	Development and Tourism Manager		
Corporate Plan	Chief Executive	Strategy/Plan	
Crime Reduction Strategy	Community Safety Manager	Strategy/Plan	
High			
Document Name	Source of Information	Type of document	
Planning Enforcement Policy and Service Standards	Head of Planning and Building Control	Policy	
Arts Strategy	Leisure and Cultural Services Manager	Strategy/Plan	
Sports Development Strategy		Strategy/Plan	
Financial Strategy 200708 - 200910	Financial Services Manager	Strategy/Plan	
Benefit Fraud and Prosecution Policy	Benefit and Revenues Manager	Policy	
Medium			
Local Development Framework	Planning Policy Manager	Strategy/Plan	
Employee Code of Conduct	Head of Organisational Development	Protocol	
Health and Safety Policy	Environmental Health Manager	Policy	
Corporate Health and Safety Policies		Policy	
Protocol on Representational Role of Members	Legal and Democratic Services Manager	Protocol	
Building Control Enforcement Policy	Head of Planning and Building Control	Policy	
Low			
Counter Fraud Policy	Revenues and Benefits Manager	Policy	
Debt Write Off Policy Statement		Policy	
Private Work Outside Interests	Head of Organisational Development	Protocol	
Overtime Policy		Policy	
Leave Authorised Absence Procedures		Procedure	
Data Quality Policy		Policy	
Performance Management Framework		Protocol	
Best Value Performance Plan		Strategy/Plan	
Environmental Policy	Corporate Asset Manager	Policy	
Property Asset Disposal Policy		Policy	
Asset Management Plan		Strategy/Plan	
ICT Strategy 2009-11	ICT Manager	Strategy/Plan	
		Policy	

Low			
Document Name	Source of Information	Type of document	
Kelling to Lowestoft Shoreline Management Plan (SMP_	Head of Coastal Strategy	Strategy/Plan	
Snettisham to Sheringham SMP		Strategy/Plan	
Fire Policy	Environmental Health Manager	Policy	
Smoking Policy		Policy	
Sustainability Guidelines 2004		Procedure	
Planning Protocol	Head of Planning and Building Control	Protocol	
Role of Chairperson	Legal and Democratic Services Manager		
Protocol on Policy Panels		Protocol	
Code of Conduct (Members)		Protocol	
Code of Corporate Governance		Protocol	
Scrutiny Procedure Rules (in Part 4 of the Constitution)		Procedure	
Council Constitution		Policy	
Data Protection Policy		Policy	
Freedom of Information Act Policy Statement		Policy	
Whistle Blowing Policy		Policy	
Publication Scheme		Procedure	
Access to Information Rules (in Part 4 of the Constitution)		Procedure	
Fraud and Corruption Policy		Policy	
Monitoring Officer Protocol		Protocol	
Arrangements for Notification of Members		Procedure	
Protocol on Forums		Protocol	
Reporting Lines			
Standing Orders (in Part 4 of the Constitution)			
Corporate Debt Management & Recovery Policy	Financial Services Manager	Policy	
Budget and Policy Framework Procedure Rules		Procedure	
Contract Procedure Rules (in Part 4 of the Constitution)		Procedure	
Dealing with Invoices		Procedure	
Value for Money Strategy		Strategy/Plan	
Panic Alarms	Customer Services Manager	Procedure	
Financial Procedure Rules	Financial Services Manager	Protocol	
S151 Officer Protocol	Deputy Chief Executive	Protocol	
Protocol on Public and Media	Communications	Protocol	

DRAFT April 2010

Relations	Manager		
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DRAFT April 2010

Appendix C Action Plan

2010-11

Combined Equality Scheme: Action Plan 2010-11

Objectives	Action	Output	Outcome	Target	Duty	Time	Responsibility
Equality Impact Assessments							
Completion of all high and medium priority Equality Impact Assessments	Transgender: transitioning at work procedures.	Approved and completed equality impact Assessments	Knowledge of equality issues and actions to address them contained in business plans	Competed on time	A-T	Complete by Dec 2010	Organisational Development Manager
	Vetting and Barring Scheme Policy						
	Maternity Scheme and support scheme						
	Domestic Abuse Policy						
	Data Quality Policy						
	Attendance Policy						
	Anti Social Behaviour						Supporting Communities Manager
	Crime reduction strategy						
	Community plan						
	Restorative justice						
	Hate crime reporting procedures						
	Corporate Plan						
Customer Alert List Policy	Customer Services manager						

Objectives	Action	Output	Outcome	Target	Duty	Time	Responsibility
Equality Impact Assessments							
Completion of all high and medium priority Equality Impact Assessments	Food Law Enforcement	Approved and completed Equality Impact Assessments	Knowledge of equality issues and actions to address them contained in business plans	Competed on time	A-T	Complete by Dec 2010	Environmental Services Manager
	Corporate Health and Safety Policy						Financial Services Manager
	Procurement strategy Financial Strategy						Revenues & Benefits Manager
	Benefit Fraud and prosecution policy.						Legal and Democratic Services Manager
	Democratic Services Impact Assessment including protocol on representational role of members, employee code of conduct and officer employment procedure rules.						Head of Planning and Building Control
	Development Control services						Planning Policy Manager
	Planning enforcement policy and service standards						
	Local Development Framework						

Objectives	Action	Output	Outcome	Target	Duty	Time	Responsibility
Employment & Pay							
Address any pay gap issues.	Pay Audit	Committee Report containing recommendations and targets.	Equal Pay at NNDC.	Completed on time	I&K	Complete by September 2010	Head of Organisational Development
To Increase the percentage of applications, for Council jobs, from disabled residents who are economically active.	Achieve the Positive about disabled people 2 ticks award. Test recruitment tools with eth Shaw Trust. Consultation with Norfolk coalition of disabled people.	Identification and removal of barriers to disabled applicants.	To Increase the percentage of applications, for Council jobs, from disabled residents who are economically active.	Completed on time	D&E	Complete by July 2010	
Establish an effective Transgender Policy.	Develop a policy and procedure which outlines support for Transgender employees and for staff who wish to transition whilst in employment with the Council. Engage with Transgender support groups. Complete EQIA.	Policy & procedure	Transgender employees feel confident and safe at work and will be supported if they wish to transition whilst in employment with the Council.	Completed on time.	I&J	Complete by Dec 2010	Head of Organisational Development.

Objectives	Action	Output	Outcome	Target	Duty	Time	Responsibility
Employment & Pay							
Effective consultation with disabled staff	Explore establishment of disabled staff network.	Meeting with disabled staff.	Awareness of issues relating to disabled staff and recommendations for action. Consultation mechanism available for impact assessments.	Completed on time.	H	Complete by Jun 2010	UNISON Community Team
Effective consultation with employees with caring responsibilities	Explore establishment of carers staff network.	Meeting with staff with carers responsibilities.	Awareness of issues relating to carers and recommendations for action. Consultation mechanism available for impact assessments.	Completed on time.	K	Complete by Oct 2010	UNISON Community Team
Assess staff perception of discrimination and conditions in the workplace.	Staff Survey	Report	Ability to track council as a place to work.	1 survey every 2 years.	A-T		Head of Organisational Development

Objectives	Action	Output	Outcome	Target	Duty	Time	Responsibility
Employment & Pay							
Maintain and update work force profile including statutory indicators.	Review and update workforce profile.	Workforce profile	Ability to track change in performance or identify employment issues. Statutory indicators published.	Updated annually	A-T	Complete by April 2011	Head of Organisational Development
Remove barriers to employment	Establish Employment Board	Thematic review of unemployment	Understanding of barriers to employment and recommendations to remove them,	Completed on time	A-T	Complete by April 2011	Economic Development and Tourism Manager
Provision of information and advice in relation to learning and employment	Secure continuation funding for IAG project	Provision of information and advice	Residents access learning which opens up employment opportunities in urban centres, county and region.	Funding secured	A-T	Complete by April 2010	

Objectives	Action	Output	Outcome	Target	Duty	Time	Responsibility
Employment & Pay							
Nurture entrepreneurial spirit of Young People	Pilot project with 16-25 to set and run virtual businesses	Gaming sessions Young Entrepreneur Awards	Young people able to adapt to changing labour market and employment opportunities	Completed on time	N & K	Complete by April 2011	Economic Development and Tourism Manager
Local businesses supply local public sector contracts	Secure funding to deliver this programme	Training	Retain finance in the District. Greater employment opportunities	Funding secured.	A-T	Annual	
Modern Services							
Increase access to services by supporting the development of community transport.	Maintain Community transport fund.	Secure budget.	Secure financial support for Community Transport.		A-T		Supporting Communities Manager.
	Review Community Transport fund criteria.	Committee report and new criteria.	Effectively targeted funds.	Completed on time	A-T	Complete by Dec 2010	
Understand health inequalities in North Norfolk	Prepare Health Statement	Report Community Engagement activity	Partners take targeted action on health priorities	Completed on time	A,E,I,K, L,O,R	Complete by Dec 2010	
Reduce financial deprivation in older age groups	Benefits take up campaign.	Target people of pensionable age.	Increase in take up figures.	Completed on time	K	Completed by Dec 2010	Head of Revenues and Benefits.

Objectives	Action	Output	Outcome	Target	Duty	Time	Responsibility
Modern Services							
Improve the accessibility of beaches	Continue to attract funding for beach wheelchairs	Beach wheelchairs available at key resort	Increased access to beaches. Better Accessible Tourism offer.	Provision of Beach wheelchairs in a key resort.	D, E, K & N	April 2011	Leisure and Cultural Services Manager
Improve access to dual use centres	Review of dual use centres	Report and recommendations	Increased accessibility of leisure facilities.	Complete don Time	A-T	Sept 2010	
Increase the accessibility of benefits information	Review the design and distribution of benefits publicity and information in conjunction with disability groups.	New material	Greater access to information and benefits.	Completed on time	D&E	Completed by Dec 2010	Head of Revenues and Benefits
	Establish a reader's panel with disabled residents.	Readers Panel	Ability to test accessibility of communications.	Completed on time	D,E&H	Complete by Sept 2010	Communications Manager
Enable disabled residents to live independently in their own home	Provision of Disabled Facilities Grants	Grant offer letter / housing options reviews	Suitable solution for individuals	Applicants satisfied with advice and outcome	D&E	Annual	Strategic Housing Manager
Increase accessibility of local commercial facilities	Small scale pilot with tourist businesses.	Accessibility statements. Review accessibility of premises.	Increase bookings / usage. Feedback from visitors improves.	Completed on time	D,E,H	Complete by April 2011	Economic Development Manager

Objectives	Action	Output	Outcome	Target	Duty	Time	Responsibility
Modern Services							
Increase accessibility of local commercial facilities	Tourism Conference	<p>Understanding of the business case for accessible tourism within industry.</p> <p>Knowledge of products to enhance accessibility.</p>	<p>Increase in tourist facilities producing accessibility statements.</p> <p>Evidence of changes to service / facilities.</p> <p>Increase bookings / usage.</p> <p>Feedback from visitor and residents about local facilities and services improves.</p>	Completed on time.	D&E	Complete by April 2011	Economic Development Manager

Objectives	Action	Output	Outcome	Target	Duty	Time	Responsibility
Modern Services							
Increase accessibility of leisure facilities for transgender residents and visitors	Engage regularly with Transgender support groups.	Leisure centre staff knowledge of transgenderism increased and able to support transgender users if challenged. Regular feedback on service.	Increased usage of leisure centres and pools by transgender residents. Increased feelings of confidence and security amongst transgender residents when using leisure facilities and pools.		M		Leisure and Cultural Services Manager
Organisational capacity							
Review capacity and performance in relation to equalities.	Complete Assessment against the Equality Framework for Local Government.	Report and recommendations	Actions to improve equalities performance.	Completed on time	A-T	Complete by Sept 2010	Senior Management Team
Embed Equality Impact Assessments (EQIA) in new policy development	Create a policy development and management framework. Training.	Report and recommendations	Policies which are evidenced based and enhance community cohesion.	Completed on Time	A-T	Complete by July 2010	Head of Organisational Development

Objectives	Action	Output	Outcome	Target	Duty	Time	Responsibility
Organisational capacity							
Maintain and develop skills and knowledge to meet equalities duties.	Appraise competency / behaviours to ensure that managers and staff are able to meet the equalities duties	Appraisals Training / Conferences.	Increased capacity to meet duties.	100% completion rate for appraisals. Completed on time.	A-T	Complete by Apr 2010	All Managers
Embed management of equalities.	Build equality objectives into management appraisal mechanism and TEN	Equality objectives and action contained within business plans	Management of equalities through established business processes.	Completed on time	A-T	Complete by June 2010	Corporate Management Team
Monitor staff retention	Develop exit survey process	Exit survey process	Ability monitor any retention issues.	Completed on time	A-T	Complete by	Head of Organisational Development
Increase consideration of equalities issues within Council's scrutiny function	Training for scrutiny members	Training	Members actively use EQIAs. Challenge inequalities	Completed on time	A-T	Complete by April 2011	Legal and Democratic Services Manager
Continue to establish EQIAs	Develop quality assurance process for EQIAs	Procedure	EQIAs which have greater community involvement, stronger evidence bases.	Complete on time	A-T	Complete by May 2010	Supporting Communities Manager

Objectives	Action	Output	Outcome	Target	Duty	Time	Responsibility
Organisational capacity							
Increase hate incident / crime reporting	Training	Awareness of what a hate incident is. Key staff trained to record incidents	More opportunities for people to report hate incidents. Increased reporting of hate incidents.	75% of staff aware 10 staff trained to record incidents.	C,F,G,J, M,P&S		Supporting Communities Manager
Data Collection							
Improve assessment of inequality and cohesion and development of equality objectives	Monitoring Training	Monitoring systems and data	Formulation of equality objectives.	1 training session Services have monitoring systems defined.	A-T	Complete by June 2010	Supporting Communities Manager
Maintain an awareness of trends for new communities	Review updates of Black & Minority Ethnic population profile.	Report summarising of results and key issues for North Norfolk.	Awareness of new communities in the District.	1 report per year.	A-C	Complete by April 2011	Supporting Communities Manager

Objectives	Action	Output	Outcome	Target	Duty	Time	Responsibility
Community safety & access to Justice							
Reduce domestic abuse and encourage earlier reporting and intervention.	To work with partners ensure secure long term (5 years) funding for outreach service for women experiencing Domestic Abuse.	Outreach service	Women and girls safer. Greater safety for children of parents who are in abusive relationships. Earlier intervention. Greater reporting to the Police.	To ensure secure long term (5 years) funding for outreach service for women experiencing Domestic Abuse.	I-K	Complete by April 2011	Supporting Communities Manager Safer Communities Partnership
Reduce domestic abuse and encourage earlier reporting and intervention.	Employers Policy	Increased knowledge and understanding about how to respond to Domestic Abuse	Earlier reporting and intervention. Security at work.	Completed on time	I-K	Complete by Dec2010	Head of Organisational Development
	Domestic Abuse training for key frontline personnel	Better sign posting to support services.	Earlier reporting and intervention	10 members of staff	I-K	Complete Dec 2011	Head of Organisational Development and Supporting Communities Manager
	Participate in the Norfolk Says No Campaign.	Various publicity	Increased knowledge of how to report and the support available	Target groups include women in the 20's and 40 and over the age of 65.	I-K	Annual	Supporting Communities Manager

Objectives	Action	Output	Outcome	Target	Duty	Time	Responsibility
Community safety & access to Justice							
	Promote support agencies such as broken rainbow (LGBT) and Men's Advice Line.	Various publicity		Men and same sex couples	I-K		
Increase reporting of hate incidents / crimes.	Hate Crime reporting protocol.	Hate Crime Procedure.	Increased public awareness of hate incidents and how to report them.	Complete on time	C,F,G,J, M,P&S	Complete by Jul 2010	Supporting Communities Manager
	Training for staff and members.	Training sessions.		3 training sessions		Complete by Dec 2010	Head of Organisational Development
	Hate Crime awareness raising Campaign.	Publicity.	Ability to receive reports. Identification of prevention work.			Annual	Community Safety Manager and Communications Manager
	Engage with community members about reporting hate incidents / crime.	Engagement activity		Monitoring of changes in reporting.		Annual	Supporting Communities Manager
			Feedback on effectiveness of process.				
			Increased access to justice.				

Objectives	Action	Output	Outcome	Target	Duty	Time	Responsibility
Community safety & access to Justice							
Monitor reports of hate incidents	Report	Knowledge of hot spots e.g. location of incidents. Informs any anti racist work.	Effectively targeted preventative work	1 report	C,F,G,J, M,P&S	Annual	Supporting Communities Manager
Continue to support preventative work relating to community tensions and hate incidents and crimes.	Support LGBT History Month	Various events	Awareness of the contributions of different members of the community. Reduced community tension regarding migrant workers.	Campaign completed on time.	C,F,G,J, M,P&S	Annual	
	Support Gay Pride						
	Support Black History Month						
	Support Gypsy Traveller History Month						
	Support Disability Pride						
Myth busting campaign							
Reduce hate crime through preventative work	Training sessions Explore Purple flag scheme	Training / conferences with businesses e.g. licensees	Awareness of legal responsibilities and ways to deal with accessibility and hate incidents.	1 training session	C,F,G,J, M,P&S	Annual	Environmental Health Manager

Objectives	Action	Output	Outcome	Target	Duty	Time	Responsibility
Community safety & access to Justice							
Continue to fund community agencies which provide advice to residents who experience discrimination.	Provision of Advice.	Community and victim advice	Increased reporting of Hate Crime / incidents and discrimination.	Maintain budget for community advice provision.	C,F,G,J, M,P&S	Annual	Supporting Communities Manager
Continue to provide Employee Assistance programme for employees and members.	Provision of Advice.	Advice for staff.		Maintain Budget for Employee Assistance programme		Annual	Head of Organisational Development.
Power sharing							
Objectives	Action	Output	Outcome	Target	Duty	Time	Responsibility
Develop and update priorities for disabled residents.	Co-production pilot	Review of scheme. Identification of priorities	Updated scheme	Completed on time	D-H	Complete by April 2011	Supporting Communities Manager
Improve equalities practices within Voluntary and Community Organisations	Equalities Workshop for VSCtogether (North Norfolk VCO Forum)	VCO aware of equalities responsibilities. Assessment of equalities knowledge and training needs from VCOs.	Equalities training programme for VCOs operating in North Norfolk.	Complete on time	A-T	Complete by Jan 2010	Supporting Communities Manager and Sector Development Manager North Norfolk (Voluntary Norfolk)

Objectives	Action	Output	Outcome	Target	Duty	Time	Responsibility
Community safety & access to Justice							
Improve community empowerment	Develop corporate community engagement Strategy	Strategy and committee report. Engagement with key groups identified in EQIA.	Community participation seen as central to key business processes. Engagement work meets required standards and is inclusive.	Completed on time.	C,H,K,N ,Q,T	Complete by Nov 2010	Supporting Communities Manager
Power sharing							
Objectives	Action	Output	Outcome	Target	Duty	Time	Responsibility
Engage with established Black & Minority Ethnic (BME) residents	Outreach	Report EQIA summaries Identify community projects	Understanding of residents' experience of living in the area & the accessibility of services. Ensure issues are considered in the Impact Assessments	Completed on time	A-T	Complete by Sept 2011	Supporting communities Manager
Engage with Youth People	Youth inclusion strategy						
Engage with Religious and belief groups	Faith event						
Engage with LGBT residents	Survey						
Maintain and develop new communities network	Broaden membership					Annual	

Objectives	Action	Output	Outcome	Target	Duty	Time	Responsibility
Power sharing							
Increase the number and range of residents standing for election.	Continuation of the Branching Out In Your Communities Project	Includes: parish planning, open days, fundays, community newsletters.	Parish and Town Council to engage with their community.	Increase in number of councils holding elections.	B,D,G,H ,K,N,Q, T	Annual	Supporting Communities Manager
			Wider knowledge of the role of Parish and Town Councils.	Increase in range of residents standing for election.			
Increase the number and range of residents standing for election.	Continuation of the Branching Out In Your Communities Project	Dedicated webpage to influencing your community	Parish and Town Council to engage with their community.	Increase in number of councils holding elections.		By Dec 2010	Supporting Communities Manager
		Materials to encourage community members to stand for election.	Wider knowledge of the role of Parish and Town Councils.	Increase in range of residents standing for election.		By Sept2010	

Objectives	Action	Output	Outcome	Target	Duty	Time	Responsibility
Power sharing							
Increase the number and range of residents standing for election.	Continuation of the Branching Out In Your Communities Project	Engage with Black and Minority Ethnic residents to understand motivations and barriers to standing to election.	Parish and Town Council to engage with their community.	Increase in number of councils holding elections.	B,D,G,H ,K,N,Q, T	By Sept 2010	Supporting Communities Manager
		Engage with Younger residents to understand motivations and barriers to standing to election.	Wider knowledge of the role of Parish and Town Councils.	Increase in range of residents standing for election.		By Sept 2010	
Increase the number and range of residents standing for election.	Continuation of the Branching Out In Your Communities Project	Create demographic profile of District Councillors	Ability to monitor representation in councillor role.	Completed on time	B,D,G,H ,K,N,Q, T	By Oct 2010	Supporting Communities Manager
Increase the number of residents who feel they influence decisions affecting their local area	Support the How to be a vocal local campaign	Various publicity materials	Residents feel they can influence decision affecting their local area.	Increase of 2% of residents		By Sept 2010	Supporting Communities Manager Communication s Manager

Power sharing							
Objectives	Action	Output	Outcome	Target	Duty	Time	Responsibility
Remove barriers to participation	Develop and expenses Policy for Council Engagement Work	Policy and procedures	Expenses consistently offered to participants. Greater involvement of harder to reach groups.	Completed on time	A-T	By April 2011	Supporting Communities Manager
Increase voting rate amongst residents with learning difficulties	Pilot Project to support residents with learning difficulties to use their vote.	Peer training Voting workshops	Participants within the pilot project, use their vote. Knowledge and experience to inform Councils approach to promoting the vote.	Complete project on time	H	By May 2010	Supporting Communities Manager Electoral Services manager

Objectives	Action	Output	Outcome	Target	Duty	Time	Responsibility
Administration & Reporting							
Publicise improvements	Review of progress	Annual equalities report	Ability to monitor progress and share details of service improvement with residents, staff and partners.	1 report		Complete by Dec 2010	Supporting Communities Manager
Publicise scheme	Communications plan. Various publicity e.g. staff briefing, members bulletin	Public aware of scheme	Greater awareness of the council's efforts to meet the general duties.	1 Summary version 1 Easy read version. 1 Large print version.		Complete June 2010	
	Staff Briefing	Staff aware of scheme		Briefing sessions		Chief Executive	
Build Equality objectives and targets into management appraisal mechanism	Appraisals One to one meetings	Services managers clear about how to embed equality principles within their service and practice.	EQIAs, monitoring systems etc in service plan with resources allocated to ensure completion. Identification of training needs.	Objectives allocated within one month of publication of the scheme			Corporate Management Team

Objectives	Action	Output	Outcome	Target	Duty	Time	Responsibility
Administration & Reporting							
Manage EQIA work programme	Re-assess council functions and priorities.	Updated list	Updated EQIA work programme feeds into Policy Development and Management framework	Completed on time.			Supporting Communities Manager
Monitor progress	Quarterly review of progress against action plan	Progress reports	Keep action plan on track or adjust as appropriate.	100% actions completed on time. 4 progress reports per year.		July Oct Jan Apr	Supporting Communities Manager
Targeted action on equality priorities in North Norfolk	Review progress Complete EQIAs	Updated Scheme	Scheme which is responsive to local needs and national priorities	Completed on time	A-T	April 2011	Supporting Communities Manager

DRAFT April 2010

2011-12

Combined Equality Scheme : Action Plan 2011-12

Objective	Action	Output	Outcome	Target	Duty	Time	Responsibility
Equality Impact Assessments							
Completion of equality impact assessments	Funding Assistance and service level agreements	Approved and completed equality impact assessments	Knowledge of equality issues and actions to address them contained in business plans	Completed on time	A-T	By Dec 2011	Supporting Communities Manager
	Community Development						Head of Organisational Development
	Managing Partnership projects						
	Supporting Older Persons Forum						
	Communities service planning						
	Flexible working policy						
	Employee Job Share Policy						
	Bullying Policy & Procedures						
	Employee code of conduct						Legal and Democratic Services Manager
Local Development Framework	Local Development Framework Manager						

Objective	Action	Output	Outcome	Target	Duty	Time	Responsibility
Equality Impact Assessments							
Completion of equality impact assessments	Corporate Health & safety Policies	Approved and completed equality impact assessments	Knowledge of equality issues and actions to address them contained in business plans	Completed on time.	A-T	By Dec 2011	Environmental Health Manager
	Protocol on representational role of members.						Legal and Democratic Services Manager
	Building control enforcement policy.						Head of Planning and Building Control
Employment and pay							
Ensure a work place which is free of discrimination	Assess staff perception of discrimination in the workplace.	Staff Survey	Ability to track council as a place to work.	1 survey every 2 years	A-T	By Dec2011	Head of Organisational Development
	Effective consultation with LGBT staff.	Online survey / staff network	Awareness of issues relating to LGBT staff and recommendations for action.	Completed on time	T	By April 2012	
	Explore vertical and horizontal segregation within NNDC workforce	Report	Awareness of gender profile of professions by grade.	Completed on time	K	By Sept 2011	

Objective	Action	Output	Outcome	Target	Duty	Time	Responsibility
Employment & Pay							
Ensure a work place which is free of discrimination	Review all employment procedures to ensure they are consistent with current legislation and employment codes of practice and update them in the staff handbook.	Revised procedures	Legal compliance Up to date employment practice	Completed on time	A-T	April 2012	Head of Organisational Development
	Analysis of staff and member exit survey.	Annual report	Ability to monitor any retention issues.	1 report per year 100% leavers complete survey.	A-T	April 2012	
	Maintain up to date work force profile including statutory indicators.	Annual report	Accurate baseline data to enable EIAS and monitoring of Personnel policies	Complete on time	A-T	April 2012	
	Start action on employment and service area targets.		Improved pay equality.		A-T	April 2012	

Objectives	Action	Output	Outcome	Target	Duty	Time	Responsibility
Employment & Pay							
Provision of information and advice in relation to learning and employment	Secure continuation funding for IAG project	Provision of information and advice	Residents access learning which opens up employment opportunities in urban centres, county and region.	Funding secured	A-T	Complete by April 2012	Economic Development and Tourism Manager
Nurture entrepreneurial spirit of Young People	Pilot project with 16-25 to set and run virtual businesses	Gaming sessions Young Entrepreneur Awards	Young people able to adapt to changing labour market and employment opportunities	Completed on time	N&K	Complete by April 2012	
Local businesses supply local public sector contracts	Secure funding to deliver this programme	Training	Retain finance in the District. Greater employment opportunities	Funding secured.	A-T	Annual	

Objective	Action	Output	Outcome	Target	Duty	Time	Responsibility
Power sharing							
Increase the number and range of residents standing for election.	Continuation of the Branching Out In Your Communities Project	Includes: parish planning, open days, fundays, community newsletters.	Parish and Town Council to engage with their community. Wider knowledge of the role of Parish and Town Councils.	Increase in number of councils holding elections. Increase in range of residents standing for election.	B,D,G,H, K,N,Q,T	Annual	Supporting Communities Manager
		Maintain webpage to influencing your community	Parish and Town Council to engage with their community. Wider knowledge of the role of Parish and Town Councils.	Increase in number of councils holding elections. Increase in range of residents standing for election.			

Objective	Action	Output	Outcome	Target	Duty	Time	Responsibility
Power sharing							
Explore the power gap issue with key partnership boards	Review representation levels and election processes of key partnership boards	Report	Changes to engagement practice	Complete on time	B,D,G,H, K,N,Q,T	By Dec2011	Supporting Communities Manager
	Work with Local Area Partnerships to strengthen their engagement with their local community.	Outreach					
Nurture and Maintain a thriving voluntary and community sector	Continue to support for VCO in North Norfolk	Funding fairs 1-1 advice sessions. Volunteer recruitment and retention sessions. VCStogether forum.	VCO able to influence their local area.		A-T	Annual	Supporting communities Manager
Increase the number of residents using their vote.	Explore levels of voting in the District.	Literature review. Local consultation. Communication Strategy to promote the vote	Increase number of people voting		B,D,G,H, K,N,Q,T	By Dec 2012	Electoral Services Manager

Objective	Action	Output	Outcome	Target	Duty	Time	Responsibility
Community Safety and Access to Justice							
Reduce domestic abuse and encourage earlier reporting and intervention	Participate in the Norfolk Says No Campaign. Outreach.	Various publicity	Increased knowledge of how to report and the support available	Target groups include women in their 20's, 40s and over the age of 65.	I-K	Annual	Supporting Communities Manager
	Promote supports agencies such as broken rainbow (LGBT) and Men's Advice Line.	Various publicity		Men and same sex couples	I-K		

Objective	Action	Output	Outcome	Target	Duty	Time	Responsibility
Community Safety and Access to Justice							
Reduce Domestic Abuse repeat offenders	Increase the availability of perpetrator programmes.	Review of provision. Report and recommendations	Reduction in repeat offending.		I-K	By April 2012	Supporting Communities Manager
Monitor reports of hate incidents	Report	Knowledge of hot spots e.g. location of incidents. Informs any anti racist work.	Effectively targeted preventative work	1 report	C,F,G,J, M,P&S	Annual	Supporting Communities Manager
Continue to support preventative work relating to community tensions and hate incidents and crimes.	Support LGBT History Month	Various events	Awareness of the contributions of different members of the community. Reduced community tension regarding migrant workers.	Campaign completed on time.		Annual	
	Support Gay Pride						
	Support Black History Month						
	Support Gypsy Traveller History Month						
	Support Disability Pride						
	Myth busting campaign						

Objective	Action	Output	Outcome	Target	Duty	Time	Responsibility
Community Safety and Access to Justice							
Reduce hate crime through preventative work	Training sessions Explore Purple flag scheme	Training / conferences with businesses e.g. licensees	Awareness of legal responsibilities and ways to deal with accessibility and hate incidents.	1 training session	C,F,G,J, M,P&S	Annual	Environmental Health Manager
Objective	Action	Output	Outcome	Target	Duty	Time	Responsibility
Community Safety and Access to Justice							
Continue to fund community agencies which provide advice to residents who experience discrimination.	Provision of Advice.	Community and victim advice	Increased reporting of Hate Crime / incidents and discrimination	Maintain budget for community advice provision.	C,F,G,J, M,P&S	Annual	Supporting Communities Manager
Continue to provide Employee Assistance programme for employees and members.	Provision of Advice.	Advice for staff.		Maintain Budget for Employee Assistance programme		Annual	Head of Organisational Development.
Organisational capacity							
Maintain and develop skills and knowledge to meet equalities duties.	Appraise competency / behaviours to ensure that managers and staff are able to meet the equalities duties	Appraisals Training / Conferences.	Increased capacity to meet duties.	100% completion rate for appraisals. Completed on time.	A-T	Complete by Apr 2012	All Managers

Objective	Action	Output	Outcome	Target	Duty	Time	Responsibility
Organisational capacity							
Embed management of equalities.	Build equality objectives into management appraisal mechanism and TEN	Equality objectives and action contained within business plans	Management of equalities through established business processes.	Completed on time	A-T	Complete by May 2011	Corporate Management Team
Increase consideration of equalities issues within Council's scrutiny function	Training for scrutiny members	Training	Members actively use EQIAs. Challenge inequalities	Completed on time	A-T	Complete by April 2011	Legal and Democratic Services Manager
Review progress to implement monitoring systems	.	Progress report.	Awareness of how well guidelines being implemented & any action required to ensure full implementation.	100% implement their plans.	C,F,G,J, M,P&S	April 11	Performance Board
Enable disabled residents to live independently in their own home	Provision of Disabled Facilities Grants	Grant offer letter / housing options reviews	Suitable solution for individuals	Applicants satisfied with advice and outcome	D&E	Annual	Strategic Housing Manager

Objective	Action	Output	Outcome	Target	Duty	Time	Responsibility
Modern Services							
Start action on service area targets identified through EQIA	Identifiable improvements which relate back to EQIA findings	Improved customer services. Compliance with legislation.			A-T	Annual	All Managers
Administration and reporting							
Build Equality objectives and targets into management appraisal mechanism	Appraisals One to one meetings	Services managers clear about how to embed equality principles within their service and practice.	EQIAs, monitoring systems etc in service plan with resources allocated to ensure completion. Identification of training needs.	Objectives allocated within one month of publication of the scheme		Annual	Corporate Management Team
Publicise improvements	Review of progress	Annual equalities report	Ability to monitor progress and share details of service improvement with residents, staff and partners.	1 report		Complete by Dec 2011	Supporting Communities Manager

Objective	Action	Output	Outcome	Target	Duty	Time	Responsibility
Administration and reporting							
Update Combined Scheme and publicise	Communications plan. Various publicity e.g. staff briefing, members bulletin		Greater awareness of the council's efforts to meet the general duties.	1 Summary version 1 Easy read version. 1 Large print version.		Complete June 2011	Supporting Communities Manager
Manage EQIA work programme	Re-assess council functions and priorities.	Updated list	Updated EQIA work programme feeds into Policy Development and Management framework	Completed on time.			
Monitor progress	Quarterly review of progress against action plan	Progress reports	Keep action plan on track or adjust as appropriate.	100% actions completed on time. 4 progress reports per year.			
Targeted action on equality priorities in North Norfolk	Review progress Complete EQIAs	Updated Scheme	Scheme which is responsive to local needs and national priorities	Completed on time	A-T	April 2011	Supporting Communities Manager

DRAFT April 2010

2012-13

Combined Equality Scheme: Action Plan 2012-13

Objective	Action	Output	Outcome	Target	Duty	Time	Responsibility
Equality Impact Assessments							
Completion of equality impact assessments	Area Forums	Approved and completed equality impact assessments	Knowledge of equality issues and actions to address them contained in business plans	Completed on time	A-T	By Dec 2012	Supporting Communities Manager
	Preventative projects asb						Head of Organisational Development
	CCTV						
	Disciplinary and Grievance Procedures						
	Overtime Policy						
	Employment Adjustment procedure						
	Private work outside interests						
	Overtime policy						
	Leave and authorised absence procedures						
	Performance Management Framework						
	Best Value Performance Plan						
	Counter Fraud Policy						
Debt write off policy		Head of revenues and Benefit					

Objective	Action	Output	Outcome	Target	Duty	Time	Responsibility
Equality Impact Assessments							
Completion of equality impact assessments	Environmental Strategy	Approved and completed equality impact assessments	Knowledge of equality issues and actions to address them contained in business plans	Completed on time	A-T	By Dec 2012	Corporate Asset Manager
	Property Asset Disposal Policy						ICT Manager
	ICT Strategy 2009-11						
	Records Management Policy						
	Kelling to Lowestoft Shoreline management Plan (SMP)						Head of Coastal Strategy
	Snettisham to Sheringham SMP						
	Fire Policy						
	Smoking Policy						Environmental Health Manager
	Sustainable guidelines 2004						
	Planning protocol						Head of Planning and Building control
Role of chair person	Legal and Democratic Services Manager						

Objective	Action	Output	Outcome	Target	Duty	Time	Responsibility
Equality Impact Assessments							
Completion of equality impact assessments	Protocol on policy panels	Approved and completed equality impact assessments	Knowledge of equality issues and actions to address them contained in business plans	Completed on time	A-T	By dec12	Legal and Democratic Services Manager
	Code of conduct (members)						
	Code of Corporate Governance						
	Scrutiny Procedure rules (in part 4 of the constitution)						
	Council Constitution						
	Data Protection Policy						
	Freedom of information act Policy statement						
	Whistle Blowing Policy						
	Publication scheme						
	Access to information rules (in part 4 of the constitution)						
	Fraud and Corruption policy						

Objective	Action	Output	Outcome	Target	Duty	Time	Responsibility
Equality Impact Assessments							
Completion of equality impact assessments	Monitoring officer Protocol	Approved and completed equality impact assessments	Knowledge of equality issues and actions to address them contained in business plans	Completed on time	A-T	By Dec 12	Legal and Democratic Services Manager
	Arrangements for Notification of members						
	Protocol on forums						
	Reporting lines						
	Standing orders (in part 4 of constitution)						
	Corporate Debt Management & Recovery Policy						
	Budget and Policy Framework						
	Procedure Rules						
	Contract Procedure Rules (in Part 4 of the Constitution)						
	Dealing with Invoices						
	Value for Money Strategy						
	Financial Procedure Rules						
S151 Officer Protocol							

Objective	Action	Output	Outcome	Target	Duty	Time	Responsibility
Equality Impact Assessments							
Completion of equality impact assessments	Panic Alarms	Approved and completed equality impact assessments	Knowledge of equality issues and actions to address them contained in business plans	Completed on time	A-T	By Dec 12	Customer Services Manager
	Protocol on Public and Media Relations						Communications Manager
Employment & Pay							
Ensure a work place which is free of discrimination	Start Action on any targets contained in the previous years EAIS				A-T		Head of Organisational Development
	Maintain up to date work force profile including statutory indicators.	Annual report	Accurate baseline data to enable EIAS and monitoring of Personnel policies	Complete on time		April 2013	
Provision of information and advice in relation to learning and employment	Secure continuation funding for IAG project	Provision of information and advice	Residents access learning which opens up employment opportunities in urban centres, county and region.	Funding secured	A-T	Complete by April 2012	Economic Development and Tourism Manager
Nurture entrepreneurial spirit of Young People	Pilot project with 16-25 to set and run virtual businesses	Gaming sessions Young Entrepreneur Awards	Young people able to adapt to changing labour market and employment opportunities	Completed on time	N&K	Complete by April 2012	

Objective	Action	Output	Outcome	Target	Duty	Time	Responsibility
Employment & Pay							
Local businesses supply local public sector contracts	Secure funding to deliver this programme	Training	Retain finance in the District. Greater employment opportunities	Funding secured.	A-T	Annual	Economic Development and Tourism Manager
Power sharing							
Increase the number and range of residents standing for election.	Continuation of the Branching Out In Your Communities Project	Includes: parish planning, open days, fundays, community newsletters.	Parish and Town Council to engage with their community. Wider knowledge of the role of Parish and Town Councils.	Increase in number of councils holding elections. Increase in range of residents standing for election.	B,D,G,H ,K,N,Q, T	Annual	Supporting Communities Manager
		Maintain webpage to influencing your community	Parish and Town Council to engage with their community. Wider knowledge of the role of Parish and Town Councils.	Increase in number of councils holding elections. Increase in range of residents standing for election.		Annual	

Objective	Action	Output	Outcome	Target	Duty	Time	Responsibility
Power sharing							
Explore the power gap issue with key partnership boards	Start any actions arising from review in 20011-12			Completed on time	B,D,G,H ,K,N,Q, T	By Dec2011	Supporting Communities Manager
	Work with Local Area Partnerships to strengthen their engagement with their local community.	Outreach	Changes to engagement practice			On going	
Power sharing							
Nurture and maintain a thriving voluntary and community sector	Continue to support for VCO in North Norfolk	Funding fairs 1-2 advice sessions. Volunteer recruitment and retention sessions. VCStogether forum.	VCO able to influence their local area.		A-T		Supporting communities Manager
Increase the number of residents using their vote.	Explore levels of voting in the District.	Literature review. Local consultation. Communication Strategy to promote the vote	Increase number of people voting		H		Electoral Services Manager

Objective	Action	Output	Outcome	Target	Duty	Time	Responsibility
Community Safety and Access to Justice							
Reduce domestic abuse and encourage earlier reporting and intervention	Participate in the Norfolk Says No Campaign. Outreach.	Various publicity	Increased knowledge of how to report and the support available	Target groups include women in their 20's, 40s and over the age of 65.	I-K	Annual	Supporting Communities Manager
	Promote supports agencies such as broken rainbow (LGBT) and Men's Advice Line.	Various publicity		Men and same sex couples	I-K		
Monitor reports of hate incidents	Report	Knowledge of hot spots e.g. location of incidents. Informs any anti racist work.	Effectively targeted preventative work	1 report	C,F,G, J,M,P, S	Annual	Supporting Communities Manager
Continue to support preventative work relating to community tensions and hate incidents and crimes.	Support LGBT History Month	Various events	Awareness of the contributions of different members of the community. Reduced community tension regarding migrant workers.	Campaign completed on time.		Annual	
	Support Gay Pride						
	Support Black History Month						
	Support Gypsy Traveller History Month						
	Support Disability Pride						
	Myth busting campaign						

Objective	Action	Output	Outcome	Target	Duty	Time	Responsibility
Community Safety and Access to Justice							
Reduce hate crime through preventative work	Training sessions Explore Purple flag scheme	Training / conferences with businesses e.g. licensees	Awareness of legal responsibilities and ways to deal with accessibility and hate incidents.	1 training session	C,F,G, J,M,P, S	Annual	Environmental Health Manager
Continue to fund community agencies which provide advice to residents who experience discrimination.	Provision of Advice.	Community and victim advice	Increased reporting of Hate Crime / incidents and discrimination.	Maintain budget for community advice provision.	C,F,G,, J,M,P, S	Annual	Supporting Communities Manager
Continue to provide Employee Assistance programme for employees and members.	Provision of Advice.	Advice for staff.		Maintain Budget for Employee Assistance programme		Annual	Head of Organisational Development.
Organisational capacity							
Maintain and develop skills and knowledge to meet equalities duties.	Appraise competency / behaviours to ensure that managers and staff are able to meet the equalities duties	Appraisals Training / Conferences	Increased capacity to meet duties.	100% completion rate for appraisals. Completed on time.	A-T	Complete by Apr 2012	All Managers

Objective	Action	Output	Outcome	Target	Duty	Time	Responsibility
Organisational capacity							
Embed management of equalities.	Build equality objectives into management appraisal mechanism and TEN	Equality objectives and action contained within business plans	Management of equalities through established business processes.	Completed on time	A-T	Complete by June 2012	Corporate Management Team
Increase consideration of equalities issues within Council's scrutiny function	Mentoring for scrutiny members	Training	Members actively use EQIAs. Challenge inequalities	Completed on time	A-T	On going	Legal and Democratic Services Manager
Review progress to implement monitoring systems	.	Progress report.	Awareness of how well guidelines being implemented & any action required to ensure full implementation.	100% implement their plans.		April 2012	Performance Board
Modern Services							
Start action on service area targets identified through EQIA	Identifiable improvements which relate back to EQIA findings	Improved customer services. Compliance with legislation.			A-T	Annual	All Managers
Administration and reporting							
Publicise improvements	Review of progress	Annual equalities report	Ability to monitor progress and share details of service improvement with residents, staff and partners.	1 report		Complete by Dec 2012	Supporting Communities Manager

Objective	Action	Output	Outcome	Target	Duty	Time	Responsibility
Administration and reporting							
Build Equality objectives and targets into management appraisal mechanism	Appraisals One to one meetings	Services managers clear about how to embed equality principles within their service and practice.	EQIAs, monitoring systems etc in service plan with resources allocated to ensure completion. Identification of training needs.	Objectives allocated within one month of publication of the scheme			Corporate Management Team
Update Combined Scheme and publicise	Communications plan. Various publicity e.g. staff briefing, members bulletin		Greater awareness of the council's efforts to meet the general duties.	1 Summary version 1 Easy read version. 1 Large print version.		Complete June 2012	Supporting Communities Manager
Manage EQIA work programme	Re-assess council functions and priorities.	Updated list	Updated EQIA work programme feeds into Policy Development and Management framework	Completed on time.			
Monitor progress	Quarterly review of progress against action plan	Progress reports	Keep action plan on track or adjust as appropriate.	100% actions completed on time. 4 progress reports per year.			

Objective	Action	Output	Outcome	Target	Duty	Time	Responsibility
Administration and reporting							
Reach Achieving level of equality Framework	External assessment to achieve level 2 of equality framework.	Report	NNDC is operating at the Achieving level of the equality Framework (level 2)	Complete on time		April 2013	Supporting Communities Manager
Targeted action on equality priorities in North Norfolk	Review progress Complete EQIAs	Updated Scheme	Scheme which is responsive to local needs and national priorities	Completed on time	A-T	April 2011	