

DIVERSITY ACTION PLAN

1. DEPARTMENT OF CORPORATE POLICY & IMPROVEMENT

Action Number	Corporate Objective delivered by the Service Plan Action	2007/2008 Action	2007/2008 Target Output	Action Start date	Action Completion Date	Future Years	2007/2008 Resources	Lead Officer and Member	Longer-term Planned Outcomes (Source Document)	Assessing the Impact
1.1	3.2 Diversity	Communicate the establishment of the revised Diversity Strategy 2007-2010 and supporting action plan.	Implemented and integrated diversity strategy and action plan within all service areas.	Sept 07	2010	Implemented Diversity strategy and action plan.	Staff time	Ann Duncan/ EDDCPI	Strategy and action plan reviewed and revised	Staff awareness and actions delivered within the plan measured through the staff survey.
1.2	3.2 Diversity	Review and monitor the Diversity strategy and Action Plan.	Review of actions carried out		March 08		Staff Time	Ann Duncan	Integration of diversity within all service areas.	Actions achieved as set out in the plan
1.3	1.3 Community Engagement 3.2 Diversity	To ensure that Equality and Diversity is integrated within all services	To corporately ensure Equality and Diversity is included within service plans and where appropriate key pieces of work	April 2007	On going	Equality and Diversity to be integrated within HBC	To be determined as and when	DCPI	Integration of diversity within all service areas	Diversity elements identified and evidenced.

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1.4	1.3 Community Engagement 3.2 Diversity	Standing "Diversity" agenda item on CEWG/HARPIG/ Customer Services Group	Diversity agenda item discussed at the 4 CEWG & HARPIG meetings held each year, minutes of meetings conveyed to the Diversity Officer. Undertake specific work at request of Diversity Officer	May 07	On going	As 07/08 output	Staff time	Karen Weaver/ Fiona Friday	CEWG and HARPIG meetings regularly discussing diversity issues and undertake specific project work as directed and guided by the Diversity Officer.	Issues raised/communicated to internal and external partners.
1.5	1.3 Community Engagement 3.2 Diversity	Sign up to the NY Compact BME Code of Practice, communicate and monitor compliance.	Code of Practice adopted by HBC and HDSP	Sept.07	Dec 07	Implement Code	Staff time	Karen Weaver/ CEWG	Positive impact on relationship between BME communities, VCS and public sector in n Yorks	Monitoring compliance against the code of practice.
1.6	3.2 Diversity	To establish an area on the intra and inter net for Diversity work internally and work carried out in partnership with other agencies.	Identified areas for staff and the public to access diversity related work.	Sept.07	On going	Diversity related material stored electronically and accessible.	Staff time	Ann Duncan	Awareness of where deiversity related work can be accessed both internally and externally.	Staff awareness measured through the staff survey

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1.7		Formalise the meeting date arrangements for the coming year of the Diversity Framework Group (DFWG) and communicate in order to provide service areas an opportunity to notify of any issues or agenda items to be tabled.	Diary dates co-ordinated for the forth-coming year.	Aug 07	Sept 07	Scheduled meeting dates	Staff time	Ann Duncan/ Diversity Framework Group	DFWG dates set so agenda items can be forth coming from service areas	Agenda items from service areas to filter through to the DFWG
1.8		To standardise the wording on documents regarding accessing them in alternative formats-both internal and external documents and communicate to staff.	Standardise wording for alternative formats & communicated to staff	Dec 07		Streamlined approach to alternative format wording	Staff time	Ann Duncan	Co-ordinated approach to document wording in relation to availability of alternative formats.	Sample of documents to ensure correct wording
1.9		To organise diversity awareness training involving; Front line staff Other staff Members Induction	Diversity awareness training sessions organised	On going	Mar 08	Programme of training events available to all staff	£10k within the corporate training budget set aside for diversity training.	Ann Duncan & Rob Riley	Diversity awareness	Post training evaluation forms, customer satisfaction survey's and the internal staff survey will evidence recognition and awareness of diversity.

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1.10		Diversity elements to be integrated within the overall corporate training programme. Link with proposed training on community engagement, VCS work, partnerships and customer care.	Diversity incorporated within the corporate training programme	April 07	Mar 08	Programme of training events available to all staff	To be determined	Ann Duncan/ Rob Riley	Diversity integrated within training programmes where appropriate.	Staff survey will pick up on awareness of diversity and work done.
1.11		To develop a performance pro forma for monitoring identified key equality and diversity performance information. To link with Covalent performance management system.	Diversity Framework Group to agree monitoring arrangements	April 07	Sept 07	DFWG to monitor diversity related performance and take action where appropriate	Staff time	Ann Duncan/ Rachel Glendinning	Defined performance monitoring arrangements	Performance management pro-forma developed and supporting information presented, ultimately to see performance improvement through scrutinising at the DFWG..
1.12		To present the performance management information to the corporate DFWG and for the group to take action/scrutinise where appropriate.	DFWG to monitor performance and take action where appropriate	Sept 07	On going	Scrutiny of diversity related performance management	Staff time	DFWG	Robust performance management arrangements	Improved performance against the PI's.

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1.13		To add hard to reach groups criteria to be included on the community engagement register.	Ensure the Community Engagement Registrations include information as to hard to reach groups being consulted	April 2007	On going	As 07/08 output	No	Fiona Friday	An easily accessible Community Engagement Register that details where hard to reach groups are consulted and accurately reflects all population groups within the District	Groups will be identified through the registration process. Boxes will be completed.
1.14		Analysis of hard to reach groups consulted on a half yearly basis.	Publish performance Indicators from Community Engagement registration information in October 2007 and April 2008	April & October		Publish performance Indicators from Community Engagement registration information in October and April each year	No	Fiona Friday	From the published Performance Indicator information. The progress of engagement with all population groups within the District can be accurately assessed.	A consultation with hard to reach groups performance indicator to be created and monitored on a 6 monthly basis
1.15		Hard to reach groups consultation database to be developed.	Development of a consultation database for Community Engagement, incorporating a tick-box for Hard to Reach contacts and web site information		January 08	Maintenance and continued development of the consultation database for contact information.	No	Fiona Friday	Services engaged in consultation have a readily accessible database of contacts, representative of all population groups within the community.	Assessment of success via CEWG
1.16		To develop a code of practice in consulting hard to reach groups and implement within the Council.	Develop an easily accessible and understood code of practice for HBC engagement with hard to Reach groups		January 08	Monitor adherence to the guidelines through CEWG and HARPIG	No	Fiona Friday	Easy to follow guidelines for successful Community Engagement with Hard to Reach groups that are reviewed on a regular basis	Assessment via CEWG and HARPIG and via consultation with Officers in 2008

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1.17		To formalise and implement appropriate monitoring arrangements of hard to reach groups in the scoping of Overview and Scrutiny reviews.	To develop processes that consider the involvement of hard to reach groups in Overview and Scrutiny reviews.	May 2007	July 2007	Hard to reach groups are appropriately involved in O & S reviews	DCPI budget & resources	Mark Codman	Hard to reach groups are appropriately involved in O & S reviews	Evidenced and documented within the review scopes
1.18		To identify an employee representative to sit on the Disability Review Group (DRG).	Employee representative to sit on the DRG		Oct 07	Employee with a disability an opportunity to influence policy and practice that relates to disability related issues directly	Staff time	Ann Duncan	Employees with disability represented on the DRG so to have a voice and involvement from a disability related policy & practice.	Representative on the Review Group
1.19		To assist in the establishment and work of the multi-agency ME working group as and when required	Initial meeting held at the end of March 2007 to develop accordingly with partners	April 2007	March 2008	Joined up multi agency approach		Ann Duncan	To be determined by the HDSP	To be determined by the HDSP
1.20		To meet Equality Standard Level 3	EQSL 3 criteria	Sept 07	Mar 08- Progress to be reviewed	EQSL criteria achieved	To be determined if any at all	Ann Duncan/DFWG	To continue to proceed against the Equality Standard Levels	Meet all the criteria of Level 3

2. DCS: HOUSING

Action Number	Corporate Objective delivered by the Service Plan Action	2007/2008 Action	2007/2008 Target Output	Action Start date	Action Completion Date	Future Years	2007/2008 Resources	Lead Officer and Member	Longer-term Planned Outcomes (Source Document)	Assessing the Impact
2.1	Carry out customer profiling to identify diversity needs	Neighbourhood/Property Services and Housing Needs: Undertake customer profile of all council tenants, waiting list applicants and allocations/nominations to identify diversity information.	Complete tenants census by April 2008. Introduce waiting list profiling by April 2008.	Jan 07	April 2008	Monitor and review	New IT database required to facilitate use of information. Staff time to input and analyse data.	Amy Jones/Carol Loftus	Equality and Diversity Action Plan;	Percentage of tenants and waiting list applicants responding to survey.
2.2	Improve customer access, information and delivery	Neighbourhood/Property Services: Provide alternative methods of communication for tenants/waiting list applicants identified through customer profiling e.g. other formats, languages, phone contacts etc. to ensure equal access to services. Joint approach required corporately to produce information in different formats.	Alternative methods available by Dec 2008	Jan 07	Dec 2008	Monitor and Review	Cost of reformatting written information New IT database needed to inform all staff of individual's communication needs	Keith Watts	Improved information and access to services	Improved customer satisfaction and feedback levels
2.3	Carry out customer profiling to identify diversity needs	Private Sector Housing: Review existing grant/loan application forms to enable customer profiling	Diversity monitoring introduced by April 2008	April 07	April 2008	Monitor and Review	Cost of reprinting forms and analysis of data.	Jon Newbegin	Improved information and access to services	Feedback on profiling form. Percentage returned.

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2.4	Ensuring Good Quality Homes	Property Services: Undertake regular inspection of communal areas of council properties to risk assess potential hazards for service users.	Inspection procedures introduced by April 2008	On going	On going	Monitor and Review	Staff time. Works picked up through responsive repairs budget on prioritised basis	Stephen Hargreaves	Reduced risk to public. Improved services to tenants	Improved tenant satisfaction. Reduced need for reactive works in longer term.
2.5	Ensuring Good Quality Homes	Property Services: Undertake works to communal areas of sheltered schemes to improve accessibility and reduce hazards for people with sensory and physical disabilities	Phase One works completed by March 2008.	Jan 07	April 2009	Monitor and Review	Staff time. Works picked up through capital budget on prioritised basis	Stephen Hargreaves	Reduced risk to public. Improved services to tenants	Improved tenant satisfaction, reduction of complaints. Reduced need for reactive works in longer term.
2.6	Ensuring Good Quality Homes Improve customer access, information and delivery	Housing Strategy and Policy: Future housing needs surveys to include greater consideration of gender, faith, culture, ethnicity, disability and age	Surveys reviewed to check for diversity relevance	On going	On going	Monitor and Review	Within existing resources	Dawn Saxby	Improved information and access to services. Improved access to social housing (Housing Strategy)	Increased information regarding diversity needs and customer profiling of those in housing needs can inform social housing stock development
2.7	Improve customer access, information and delivery	Housing Needs/Warden Services: Allocation policy for supported accommodation housing takes greater account of support needs of applicants. To be considered in Warden Services Review.	Implement needs assessment by Dec 2007	Dec 2007	Apr 2008	Monitor and Review	Within existing resources	Alan Jenks	Improved access to social housing (Housing Strategy) Improved support for the elderly. Improved efficiency.	Sheltered accommodation allocations involve people with high support needs

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2.8	Improve customer access, information and delivery	Housing Strategy and Policy: Develop Gypsies and Travellers Strategy (North Yorkshire wide strategy)	Strategy introduced by April 2008	Apr 07	Dec 2008	Monitor and Review	Within existing resources	Dawn Saxby	Improved information and access to services. Improved supply and access to affordable homes (Housing Strategy)	Strategy devised. Improved access to affordable housing for gypsies and travellers
2.9	Supporting Council employees to support them in the delivery of high quality services to the public.	All Housing Services: Undertake Diversity awareness training with all members of staff regarding diversity implications for customer care. To be co-ordinated with corporate training.	April 2007	Apr 07	Apr 2008	Monitor and Review	Additional corporate resources identified/Within existing Housing resources.	Keith Watts	Improved efficiency and service delivery	Nos of staff trained. Satisfaction Survey levels and comments

3.0 DCS: PUBLIC PROTECTION

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3.1		Include a diversity related case study question during recruitment interviews	Diversity related question included during recruitment interviews.	April 07	Ongoing	Integration of diversity within the recruitment process.	N/A	Head of Public Protection	To ensure diversity is integrated within the recruitment process but also within the service area.	Evaluate after each series of interviews
3.2		Arrange awareness training for all Divisional staff	All front line staff trained	June 2007	Dec 07	Integration of diversity within the service area	Room hire Trainer costs	Head of Public Protection	To ensure diversity is integrated within the service area reflected in both service provision and as a staff member.	Feedback questionnaire
3.3		Recommend that more detailed information be sought of any existing diversity issues arising out of the recent Fear of Crime Survey.	Identify any diverse issues arising from the 06/07 fear of crime survey	Jun 07	Sept 07	Identify any diversity issues arising from the fear of crime survey and take action where necessary		Head of Public Protection	Identify any diversity issues arising from the fear of crime survey and take action where necessary.	The Fear of Crime Survey will be done on an annual basis so comparisons can be done to see if there are any issues, if so action can be planned. Further information commissioned

4. DCS: PARKS & OPEN SPACES

Action Number	Corporate Objective delivered by the Service Plan Action	2007/2008 Action	2007/2008 Target Output	Action Start date	Action Completion Date	Future Years	2007/2008 Resources	Lead Officer and Member	Longer-term Planned Outcomes (Source Document)	Assessing the Impact
4.1		Consider Equality and Diversity issues when updating and writing various Strategies and Management Plans	Diversity included and evidenced within key strategy documents	April 07		Diversity related issues identified and acted upon accordingly within the service area.			Diversity integrated within the service area	
4.2		Play			Sept 2007		Part of Strategy work	Deb Wright		Publication of Play Strategy including provision of equality and diversity issues.
4.3		Parks and Open Spaces			Mar 08		As above	Patrick Kilburn		Publication of P&O S Strategy and as above,
4.4		Stonefall Cemetery			Mar 08		Already in the business plan.	Philip Andrews		Management plans produced
4.5		Spa Gardens			Feb 08		Consultant carrying out the work.	Deb Wright		Management plan produced to include E & D.
4.6		Bebra Gardens			Mar 07		Consultant carrying out the work.	Deb Wright		Management plan produced to include E&D

5. DCS: LEISURE, MUSEUMS & ARTS

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5.1	Organisational Improvement	Improve data collection and monitoring as part of performance management	Identify key PI's for monitoring Collate quarterly	June 1st Sept 1st	Aug 31 st March 31 st	Build KPI's into service plans	Current resources	Performance and Improvement Officer	Objective within E&D Corporate Plan	Participation by 'target groups' will equate to overall participation levels
5.2	Organisational Improvement	Initiate Qualitative analysis of service by 'target groups'	Identify groups for analysis Undertake quarterly	June 1st Sept 1st	Aug 31 st March 31 st	Review demographics to ensure appropriateness	Current resources	Marketing Officer (DCS)	Objective within E&D Corporate Plan	% satisfaction will equate to GHS/MORI levels
5.3	Organisational Improvement	Ensure representative samples are produced for all customer surveys	Identify survey techniques and requirements Complete surveys	June 1 st Sept 1st	Aug 31 st March 31 st	Monitor and review survey methodologies	Current resources	Marketing Officer (DCS)	Objective within E&D Corporate Plan	Measure of respondents profiles
5.4	Organisational Improvement	Build on existing partnerships with agencies (including Barnardo's, North Yorkshire Children and Young Peoples Service, Adult and Community Services, CVS and the Learning Disability Partnership) to link in with various local groups and organisations in	Attend relevant working groups Gain results from surveys carried out by NYCC Ensure Leisure, Museums and Arts consultation is circulated to appropriate organisations and/or individuals	Ongoing Ongoing Ongoing		Respond to survey results Establish a disabled customer focus group	Current Resources	Leisure Development Officer - Disability Project	Contribute towards the delivery of the play strategy	Level of service provision Attendance figures and feedback

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		order to facilitate communication and consultation so to consult with disabled people and address shortfall in service provision and to identify issues relating to service delivery.								
5.5	Organisational Improvement	Develop appropriate disability equality training for casual staff unable to access corporate training but who deliver many of the front line services across Leisure, Museums and Arts.	Identify potential Trainers Assess financial impact Identify funding	Oct Oct Oct	Nov Nov Nov	Provide 2 training sessions per year for new staff	Current Resources and identified funding.	Leisure Development Officer - Disability Project	Contribute towards the delivery of the play strategy. Improved customer services	Level of customer satisfaction
5.6	Organisational Improvement	Continue and develop further partnerships with the voluntary sector to identify opportunities for joint working and to improve links with the community. Through linking in with the local CVS who work in partnership with the Council's Funding Advice Worker to provide funding advice, information	Develop partnership project with PAD Officer (NYCC) Circulate funding bulletin Support funding applications with a disability focus for example Awards for All.	June Monthly Ongoing	Sept	Continue	Current Resources	Leisure Development Officer - Disability Project Project Development Officer Leisure Development Officer - Disability	Improved community engagement and partnership working	Level of joint provision Level of funding secured leading to an increase in provision including activities and

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		and support to local groups and individuals whose activities promote disability access and equality.						Project		accessible facilities. Increase in awareness and inclusion.
5.7	Organisational Improvement	Better consider the needs of a wider range of abilities including people with hidden disabilities and mental health issues be it through consulting these groups about their needs, concessionary pricing, marketing, specific activities or staff training.	Link to training development	Tba		Continual review to ensure needs are being met	Current Resources	DCS Officers	Improved customer services and community engagement	Customer attendance figures
5.8	Organisational Improvement	Work more closely with colleagues to ensure a better service to customers.	Identify colleagues in direct contact with disabled customers	Jan	Mar	Develop network of appropriate officers to ensure a one stop approach for disabled customers	Current Resources	Leisure Development Officer - Disability Project	Improved customer services	Positive response to customer satisfaction surveys

6. DCS: ENVIRONMENT

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		Waste Collection								
		1. Coverage of recycling schemes								
6.1	CP4 Caring for the Environment	Expand mixed dry recyclables kerbside scheme to urban and rural areas not covered	Complete coverage of district, as far as practical	May 07	Oct 07	N/A	2007/08 budget	DR	Compliance with statutory duty to provide kerbside recycling coverage & achieve YNYWMP strategy objectives	BVPI
6.2	CP6 Delivery of first class public services	Expand green garden waste kerbside scheme to areas not covered	To have plans in place to expand service in 2008/09	Jun 07	Jul 07	Implement any agreed expansion	Lodgement in Medium Term Financial Strategy for 2008/09 onwards	SJ	See above	Coverage of serviceable properties
6.3	CP4 Caring for the Environment CP6 Delivery of first class public services	As part of expansion of dry recyclables scheme, identify hard to reach urban/rural areas not covered and review policy for appropriate method of coverage for these areas	Assessment undertaken; action planned for 2008/09 onwards	Jun 07	Mar 08	Implementation of review outcomes	Existing	SJ/DR	See above	Policy review
6.4	As above	Review coverage of bring recycling scheme in light of full expansion of dry recycling kerbside	N/A	Apr 08	2008/09	Implementation of review outcomes	Existing	SJ/DR	See above	Satisfaction levels, coverage, usage

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		scheme								
		2. Assisted collections								
6.5	CP4 Caring for the Environment CP6 Delivery of first class public services	Undertake district panel survey of residents to establish the levels of satisfaction with assisted collection service, - review policy in light of outcome	Policy review	Oct 07	Jan 08	Implementation of policy review	Existing	DR	Achieve optimum customer satisfaction with service accessibility	Satisfaction levels Policy review
		3. Bulky waste service – price concessions & communication								
6.6	CP4 Caring for the Environment CP6 Delivery of first class public services	Undertake district panel survey and review CSU contacts to assess satisfaction with bulky waste service, focussing on price concessions for less well off residents, and awareness of the service – review policy in light of results	Policy review	Oct 07	Jan 08	Implementation of policy review	Existing	DR	Achieve optimum customer satisfaction with service accessibility	Satisfaction levels Policy review
		4. Pest Control A. Service availability B. Concessions for								

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		less well off residents								
6.7	CP4 Caring for the Environment CP6 Delivery of first class public services	C. Awareness of price concessions Undertake district panel survey and review CSU contact to assess satisfaction with service availability, price concession and residents' awareness of service. Review policy in light of results	Policy review	Oct 07	Jan 08	Implement outcome of policy review	Existing	DR	Achieve optimum customer satisfaction with service accessibility	Satisfaction levels Policy review

7. DDS: FORWARD PLANNING

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7.1		Consider timing of consultation events to make them more accessible to a wider audience e.g. evenings and weekends	To encourage more participation from underrepresented groups during consultations	Public consultations commencing after April 2007	When appropriate during public consultations	To use monitoring data (feedback forms) to inform future decisions on timing of consultation events	Holding events outside of office hours would require additional staff time.	Corporate /Forward Planning Issue	Increase accessibility of consultation events To compile evidence of whether or not changing the timing of events increases participation	Provide feedback forms at public consultation events to determine whether or not the timing of the event has attracted a wider section of the community.
7.2		Ensure that venues used for consultation events are accessible to all (e.g. suitable for disabled, on regular public transport route) and at appropriate times when carrying out public consultation.	To encourage more participation from underrepresented groups during consultations	Public consultations commencing after April 2007	When appropriate during public consultations	To use monitoring data (feedback forms) to inform future decisions on venues to be used	This may require additional resources in order to secure/book an appropriate venue e.g. to serve those residents in rural locations.	Corporate /Forward Planning Issue	Increased accessibility of consultation events To compile evidence of whether or not the venues are suitable/increase participation	Provide feedback forms at public consultation events to ask for comments on the appropriateness of the venue.

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7.3		Ask for information about the people who attend public consultation events.	To encourage more participation from underrepresented groups during consultations	Public consultations commencing after April 2007	When appropriate during public consultations	To use monitoring data (feedback forms) to find out more about attendees and target consultations to those not represented	Limited resources required but request for additional personal information may deter some attendees from filling in the form.	Corporate /Forward Planning Issue	To have information about the people attending consultation events and use it to help target those community groups that are less represented.	Provide evaluation forms at consultation events and as well as asking for feedback on the quality and appropriateness of the event, include a section that asks for information about the people attending the event such as whether they are from a rural or urban area, male or female etc
7.4		Make direct contact with groups during consultations (e.g. young people) by going to them rather than relying on written correspondence and public consultation events.	To encourage more participation from underrepresented groups during consultations	Public consultations commencing after April 2007	When appropriate during public consultations	To monitor the effectiveness of targeting consultation at specific groups and continue to target them as appropriate	This would require a significant amount of staff time and cost in the form of travel, booking appropriate venues and in some cases requiring the services of external facilitators. The potential benefits	Corporate /Forward Planning Issue	Increased participation with those groups that are currently not effectively represented.	Where a specific group is targeted, the benefits would need to be carefully considered to determine whether or not the event has been meaningful in terms of the aims and

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							would need to be carefully considered.			objectives of the consultation
7.5		Find out more about the people who respond to consultations to see whether we are representing all sections of the community. This would require us to ask for additional information on the response form E.g. Provide a list of tick box categories that relate to "hard to reach" groups e.g. female, live in a rural part of the District, below 30 years of age, and ask respondents to indicate which of those categories apply to them. In terms of Forward Planning this would help to establish a profile of the respondents but may also deter some people from responding as our response forms need to meet statutory	To find out more about the people who take part/do not take part in consultations	Public consultations commencing after April 2007	When appropriate during public consultations	To use monitoring data (response form) to find out more about respondents and target consultations to those not represented	This would require resources in the form of staff time taken to analyse the responses. This would need to be done manually (the database used by Forward Planning is not currently set up to record this type of information)	Corporate /Forward Planning Issue	To build a profile of participants and to use this information to target groups not currently represented	The success of this action would be measured via the feedback provided by people who fill in that particular part of the form. Would also need to consider whether normal response rate has been affected by the requirement for additional information

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		requirements and are already lengthy.								
7.6		Find out more about the people not responding to consultations to see whether we are representing all sections of the community. This would require feedback from representatives of different sections of the community on the appropriateness of consultation material, the methods of consultation and effective ways of promoting consultations to particular groups.	To find out more about the people who take part/do not take part in consultations	Public consultations commencing after April 2007	When appropriate during public consultations	To use monitoring data to find out more about the people who do not respond and target groups accordingly (this first requires intervention at a corporate level in the form of a study)	This would require a significant amount of staff time and resources and would need to be carefully managed in order to be meaningful.	Corporate / Forward Planning Issue	To build a profile of groups within the community who are not currently taking part in consultations.	This would be difficult to measure and would require intervention at the corporate level. This could be undertaken in the form of a study/assessment but would need to target people that do not normally take part in consultations via face-to-face contact.
7.7		Include on the consultee list groups/organisations within the District that represent hard to reach groups e.g. mother and toddler groups, schools, organisations representing ethnic minorities.	To seek the views of different community groups on planning policy issues	Public consultations commencing after April 2007	When appropriate during public consultations	To use monitoring data (response forms) to find out which groups are responding and target those that are not	Additional staff time would be required to manually check through the consultation database for responses from these groups.	Corporate /Forward Planning Issue	To find out which groups respond and to take action to encourage those that haven't to participate in future consultations.	Would need to monitor whether or not these groups provide a representation within the consultation period.

8. DDS: BUILDING CONTROL

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8.1		<p>The issue – Building Control customer / public liaison at the office</p> <p>Staff training</p> <p>Signage to and within the building</p> <p>Interpreters available via phone</p> <p>Documents available in various formats</p> <p>This will affect all DDS “front line officers”</p>		2007	April 2008	Investment in officer time and resources	Could affect resources, and require an increased budget.	Corporate – to develop a single diversity strategy.	To maintain an effective single diversity strategy.	To attain the required level of diversity practice, performance should be measured on a quarterly basis within the Council. How regular is the service used etc.

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8.2		<p>The issue – Building Control customer / public liaison away from the office</p> <p>Staff training</p> <p>Support facilities</p> <p>Interpreters available via phone</p> <p>Documents available in various formats</p> <p>Responsibilities This will affect all DDS “front line” officers</p>		2007	April 2008	Investment in officer time and resources	Could affect resources, and require an increased budget.	Corporate to develop a single diversity strategy.	To maintain an effective single diversity strategy.	To attain the required level of diversity practice, performance should be measured on a quarterly basis within the Council. How regular is the service used etc.

9. DDS: PROPERTY MANAGEMENT

Action Number	Corporate Objective delivered by the Service Plan Action	2007/2008 Action	2007/2008 Target Output	Action Start date	Action Completion Date	Future Years	2007/2008 Resources	Lead Officer and Member	Longer-term Planned Outcomes (Source Document)	Assessing the Impact
9.1		Public Conveniences Continue to review and implement service improvement plan to upgrade remaining sites which do not comply with DDA requirements.	Upgrading of Public Conveniences to be DDA compliant across the district where possible (not all achievable due to site restrictions)	On going	2013	Internal best value review conducted, programme of improvements on going.	Officer time Funding each year	Paul Leonard	DDA compliant HBC buildings accessible to both staff and public where feasible.	Local Performance indicators: LJ4bi Percentage of public toilets providing access for the disabled. LJ4bii Percentage of public toilets providing baby changing facilities
9.2		Replacement of Lofthouse and Middlesmoor toilets with new compliant building.	Upgrading of Public Conveniences to be DDA compliant across the district where possible (not all achievable due to site restrictions)	On going	2007/8	Internal best value review conducted, programme of improvements on going.	Officer time Existing approved budget.	Paul Leonard	DDA compliant HBC buildings accessible to both staff and public where feasible.	Local Performance indicators: LJ4bi Percentage of public toilets providing access for the disabled. LJ4bii Percentage of public toilets providing baby changing facilities
9.3		Public Building Works & Construction Projects Bring forward improvements to increase the number of public buildings	BVI 156 Where possible public areas in buildings accessible to members of the public	On going	2007/8	On going programme of development of buildings	Officer time Annual funding	Nigel Thompson	DDA compliant HBC buildings accessible to both staff and public where feasible.	National PI BV156 Buildings accessible to people with a disability.

Action Number	Corporate Objective delivered by the Service Plan Action	2007/2008 Action	2007/2008 Target Output	Action Start date	Action Completion Date	Future Years	2007/2008 Resources	Lead Officer and Member	Longer-term Planned Outcomes (Source Document)	Assessing the Impact
		accessible to people with disabilities								
9.4		Building Management & Facilities, Electrical Building & Mechanical Services Review existing access audits in consultation with people with disabilities to identify possible improvements across the Council's Public Buildings.	<p>% of portfolio by GIA sq.m for which an Access Audit has been undertaken by a competent person.</p> <p>Number of properties for which an Access Audit has been undertaken by a competent person.</p> <p>% of portfolio by GIA sq.m for which there is an Accessibility plan in place.</p> <p>Number of properties for which there is an Accessibility Plan in place.</p>	On going	2010	To continually review and update	Officer time Disability Groups Annual funding	Nigel.Thom pson	DDA compliant HBC buildings accessible to both staff and public where feasible.	By consultation with people with disability.

Action Number	Corporate Objective delivered by the Service Plan Action	2007/2008 Action	2007/2008 Target Output	Action Start date	Action Completion Date	Future Years	2007/2008 Resources	Lead Officer and Member	Longer-term Planned Outcomes (Source Document)	Assessing the Impact
9.5		Improve communication between Harrogate Borough Council and North Yorkshire County Council including establishing a NYCC representative on HBC's Disability Review Group to deal with NYCC issues	Improved working between HBC and NYCC for the benefit of the officer and stakeholder.	On going	2007	Improved working between HBC and NYCC for the benefit of the officer and stakeholder	HBC officer time NYCC officer time	Nigel Thompson	Integrated approach to service provision between HBC and NYCC relating to DDA	Feedback from Disability Review Group to the Diversity Framework Group.
9.6		Build on the existing framework with local disability groups and extend consultation in respect of all aspects of diversity, in order to more comprehensively involve a greater range of age and disabilities including physical, sensory, learning and mental health disabilities.	Widen the DDA stakeholder membership	On going	2007/8	Identify short comings of representation, to act upon and strengthen links with a wider range of disability groups	Officer time Disability Representatives	Nigel Thompson	To ensure service provision is tailored as much as can be to those with disabilities of all age.	Feedback from the individuals on the Disability Review Group and wider stakeholder membership.

10 DDS: ECONOMIC DEVELOPMENT UNIT

Action Number	Corporate Objective delivered by the Service Plan Action	2007/2008 Action	2007/2008 Target Output	Action Start date	Action Completion Date	Future Years	2007/2008 Resources	Lead Officer and Member	Longer-term Planned Outcomes (Source Document)	Assessing the Impact
10.1	Supporting the local Economy	Commission research into the economic impact of migrant workers in the Harrogate district so that we have a better understanding of their needs	Research commissioned by September 2007.	September 2007	February 2008	Respond to findings of research	Existing EDU budget and staff resources	Economic Development Officer	Assimilation of migrant workers to maximise benefit to the economy	Future employer survey
10.2	Supporting the local Economy	Development of Labour Market and Skills Liaison Group to share information and develop understanding of different client groups amongst relevant partners and business fora	Four meetings of the group to be held in 2007/08 (May 07, September 07, December 07 and February 08)	May 2007	February 2008	Continuation of group meetings to share information	Existing EDU staff resources	Assistant Economic Development Officer	Increased understanding of labour market issues for different client groups amongst all relevant partners	Use of feedback sheets with group participants to assess whether understanding has been increased
10.3	Supporting the local Economy	Increase community membership and engagement in local regeneration partnerships	Accessibility issues considered when organising public events and meetings e.g. timing and location.	April 2007	March 2008	Continuing to consider accessibility issues when arranging events	Staff time	Partnership Development Officer	Increased number of people engaged in local events and consultation about their locality	Provide feedback forms at public consultation events
10.4	Supporting the local Economy	Increase community membership and engagement in local regeneration partnerships	Promotion of local regeneration partnerships in Knaresborough and Boroughbridge	April 2007	March 2008	To continue to support Renaissance Knaresborough and Yore Vision in the progression of their 25-	Staff Time. Regeneration Funding required for marketing material.	Regeneration Team	To reinforce the role of Knaresborough and Boroughbridge as a service centre for residents, businesses, and rural communities and to improve the towns as places for people to live, work and visit.	Number of new members registered on the partnership databases

Action Number	Corporate Objective delivered by the Service Plan Action	2007/2008 Action	2007/2008 Target Output	Action Start date	Action Completion Date	Future Years	2007/2008 Resources	Lead Officer and Member	Longer-term Planned Outcomes (Source Document)	Assessing the Impact
10.5		Increase community membership and engagement in local regeneration partnerships	Assessment of why people are not responding when they were invited to become members of local regeneration partnerships (particularly in Boroughbridge)	April 2007	October 2007	Ongoing	Staff Time	Partnership Development Officer	More people involved in local regeneration partnerships	Number of new members registered on the partnership database
10.6		Increase community membership and engagement in local regeneration partnerships	Make direct contact with specific groups e.g. young people to engage them in local regeneration activity e.g.	April 2007	March 2008		This would require a significant amount of staff time and cost in the form of travel, booking appropriate venues and in some cases requiring the services of external facilitators	Partnership Development Officer	Wider engagement of local people in regeneration activities	Where a specific group is targeted, the benefits would need to be carefully considered to determine whether or not the event has been meaningful in terms of the aims and objectives of the consultation.
10.7	Supporting the local Economy	Consider the fact that the ability to start a business is greatest in the 30+ age group – look at reasons for this and see if there is interest from those younger and the barriers they face.	Desk research undertaken by March 2008	September 2007	March 2008	Address barriers to youth entrepreneurship	Staff Time	Assistant Economic Development Officer (Enterprise)	Reduce barriers to youth entrepreneurship	Feedback forms with clients Feedback forms with clients and in essence more young people starting their own business

Action Number	Corporate Objective delivered by the Service Plan Action	2007/2008 Action	2007/2008 Target Output	Action Start date	Action Completion Date	Future Years	2007/2008 Resources	Lead Officer and Member	Longer-term Planned Outcomes (Source Document)	Assessing the Impact
10.8	Supporting the local Economy	Facilities have been provided to enable people with physical disabilities access to Conyngham Hall, however access to upper floors remains problematic due to listed building status – investigate any other solutions.	Investigation undertaken by March 2008	September 2007	March 2008	Implement work to improve upper floor access, if deemed suitable	Staff Time	Assistant Economic Development Officer (Enterprise)	Reduced accessibility issues for upper floor tenants	Feedback forms with tenants

11. DDS: HIGHWAYS & TRANSPORT

Action Number	Corporate Objective delivered by the Service Plan Action	2007/2008 Action	2007/2008 Target Output	Action Start date	Action Completion Date	Future Years	2007/2008 Resources	Lead Officer and Member	Longer-term Planned Outcomes (Source Document)	Assessing the Impact
11.1	Provide 1 st Class Public Services	Consultation-General When requested provide consultation material in alternative formats	Consultation material to be provided in alternative format upon request	As requested	On going	Ongoing	Funded from individual project costs	C McGonigle R Wade Cabinet Member Planning & Transport	Ensure views of all interested parties are obtained	No of consultation responses from special groups/ individuals
11.2	Provide 1 st Class Service	Design – General Consider the needs of all people in the design of projects	Interests of all groups included in the design of schemes & design brief	On going	On going	Ongoing	Determined on a scheme by scheme basis	CMG/RW Cabinet Member Planning & Transport	Improve facilities for all groups	Number of measures introduced
11.3	Provide 1 st Class Service	Training – General All staff to be trained to the appropriate level	Develop Diversity Checklist Ensure range of skills available across all staff in division	To be determined	March 2008	Ongoing	Corporate training budget	CM/RW Cabinet Member (P&T)	Expand skill base across division	Number of staff receiving training
11.4	Provide 1 st Class Service	Continue to support the Access Group	Continue to arrange and service Access Group meetings and deal with requests	On going	On going	Ongoing	Post of Access Officer already funded	RW Cabinet Member (P&T)	Maintain contacts with Access Group	Addressing requests from the group
11.5	Traffic & Transport	Concessionary Fares Ensure information on transport concessions is available to all potential beneficiaries	Information to be available in various formats and to distribute where possible to the varying groups who may benefit.	On going	On going	Ongoing	No additional resources required	Jan Davidson Cabinet Member (P&T)	Ensure all eligible users have access to concessions	Percentage take up of eligible users

12 DR: CUSTOMER SERVICES

Action Number	Corporate Objective delivered by the Service Plan Action	2007/2008 Action	2007/2008 Target Output	Action Start date	Action Completion Date	Future Years	2007/2008 Resources	Lead Officer and Member	Longer-term Planned Outcomes (Source Document)	Assessing the Impact
12.1	Strategic Action 8.5 Service Plan Action B4	<u>Face to face</u> Ensure all Customer Reception Areas meet a consistent standard for accessible information	Facilities meet a consistent standard & have self service access points in main Council buildings		Jun 2008		Customer Services Group	Paula Newson Smith	Improved customer access to services and more efficient customer service delivery	Customer satisfaction data
12.2	Strategic Action 8.4	Publicise services and facilities available at each location via web site and other published information	Information available on the web site, telephone directory & other corporate documents	Apr 2007			Customer Services Group		Customers and partner staff are able to self serve easily	Customers are able to access services on a "right first time" basis
12.3	Strategic Action 8.4	<u>Language line / alternative formats</u> Review current service to ensure fitness for purpose Consider use of CRM to record customer profile			Sept 2007 Mar 2008		CSU staff	Anne Lidstone (CSU) Christine Pyatt		Effective service provided when required More efficient communication, improved customer

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Action Number	Corporate Objective delivered by the Service Plan Action	2007/2008 Action	2007/2008 Target Output	Action Start date	Action Completion Date	Future Years	2007/2008 Resources	Lead Officer and Member	Longer-term Planned Outcomes (Source Document)	Assessing the Impact
12.4	Strategic Action 8.2	and contact preferences					Customer Services Group CSU staff			satisfaction
12.5	Strategic Action 8.4	<u>Written</u> Ensure all written documents meet a consistent standard for information about access arrangements and alternative formats			Dec 2007		CSU staff ITD staff	Anne Lidstone		Reduction in unnecessary customer contacts caused by unclear documentation
12.6		Introduce a structured review of most frequently used written documents to ensure information is clearly presented to meet all customer needs						Lynne M?		Improved customer satisfaction
12.7	Service Plan Action B1	<u>Telephone</u> Review out of hours E team service to improve accessibility	Revised service operational from Jan 2008	Oct 2007	Dec 2007		CSU staff	Suzanne Burniston	Improved customer access to services out of hours	Customers with hearing, speech or language problems are able to access the service

Action Number	Corporate Objective delivered by the Service Plan Action	2007/2008 Action	2007/2008 Target Output	Action Start date	Action Completion Date	Future Years	2007/2008 Resources	Lead Officer and Member	Longer-term Planned Outcomes (Source Document)	Assessing the Impact
12.8	Corporate Improvement Action 3.3	Ensure new corporate complaints procedure includes monitoring of diversity issues		Dec 2006	Sept 2007		Customer Services Group CSU staff	Paula Newson Smith	Procedures are operational & produce required statistics	Customer satisfaction with complaints handling
12.9	Corporate Improvement Action 3.6	COMMUNITY ENGAGEMENT Consult with customers on access channel preferences so that improvements can be targeted to areas of greatest need	Customer preferences inform improvement plans	July 2007	Dec 2007		Customer Services Gp CSU staff	Paula Newson Smith	Improved customer access to services and more efficient customer service delivery	Information to ensure future customer service / ICT developments are targeted to meet customer preferences and efficient contact channels
12.10	Strategic Action 8.1b	Pilot project to assess how new technology can be used to improve access to services in remote rural areas	Work in partnership with Masham Community office to increase access to services, improve communication & develop a training package	Apr 2006	Mar 2011	The project covers a period of 5 years	Customer Services budget	Paula Newson Smith	See project brief	Information to ensure future ICT developments are customer focused

13 DR: HUMAN RESOURCES

Action Number	Corporate Objective delivered by the Service Plan Action	2007/2008 Action	2007/2008 Target Output	Action Start date	Action Completion Date	Future Years	2007/2008 Resources	Lead Officer and Member	Longer-term Planned Outcomes (Source Document)	Assessing the Impact
13.1	Organisational Improvement	To promote a balanced workforce representative of the local community: Continue establishing links with schools and colleges. Promote the Council at recruitment fairs particularly at school fairs. Work with managers to establish those posts which would be suitable for school leavers. Consider Modern Apprenticeships Work Experience Explore advertising options in the Leeds/Bradford area. Research travelling info from the L/B area.	To put a strategy in place for ensuring that advertising reaches all potential employment groups within society.	1/1/07	31/3/08	On-going continual review with action taken as required.	Financial resources will be required to fund corporate none specific advertising, recruitment fairs and to fund additional places for modern apprenticeships.	H of HR PHRA SHRA	Potentially more diverse workforce	The 'actions' listed are practical things the Council can look at doing. Measuring the success is very much dependent on whether the targeted groups apply for jobs. The measure of success would be to see if the workforce profile had changed significantly. PI % of LA employees of an ethnic minority
13.2	Organisational Improvement	Equal Pay: Single Status and Harmonisation	Implementation of a new JE scheme that satisfies equalities in terms of pay.	w.e.f 1/4/07	31/3/08	Keep pay and grading under review	Budget for new pay and grading structure (already allocated)	H of HR	A stable and justifiable pay and grading structure	No equal pay claims from staff

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Action Number	Corporate Objective delivered by the Service Plan Action	2007/2008 Action	2007/2008 Target Output	Action Start date	Action Completion Date	Future Years	2007/2008 Resources	Lead Officer and Member	Longer-term Planned Outcomes (Source Document)	Assessing the Impact
13.3	Organisational Improvement	Number of women in the top 5% of earners within the workforce: Positive action to encourage middle and senior female managers to attend appropriate training events (e.g. management/leadership development) to enable them to be in a position to apply for jobs as they arise.	Ensure that female managers have access to development opportunities	On - going	On - going	On -going	None specifically identified.	H of HR Directors Heads of Service	A more diverse workforce at senior management level	Measuring the success is very much dependent on whether vacancies arise at the appropriate level and female staff applying for those jobs. Also still dependant on the 'best person for the job'. Measure of success would be an increase in female top earners. To assess why those who applied didn't get the job.
13.4	Organisational Improvement	Consult employees with a disability: Annual consultation with disabled employees as part of the Council's commitment to the double tick disability commitments	Identification of any specific needs/issues	1/7/07	30/9/07	Annual action	None at present	SHRA HRA	Improved disability awareness	Resulting feedback from employees

Action Number	Corporate Objective delivered by the Service Plan Action	2007/2008 Action	2007/2008 Target Output	Action Start date	Action Completion Date	Future Years	2007/2008 Resources	Lead Officer and Member	Longer-term Planned Outcomes (Source Document)	Assessing the Impact
13.5		Where appropriate consider Remploy clients for employee positions at HBC in order to actively encourage Local Authority employees with a disability.	Initial meeting with Remploy to consider the opportunity April 2007	April 2007	On going	Actively encourage employees with a disability	None specifically identified	HR	More diverse employee profile	% of LA employees with a disability. Number of employees taken on from Remploy referrals.

14. DR: ELECTIONS

Action Number	Corporate Objective delivered by the Service Plan Action	2007/2008 Action	2007/2008 Target Output	Action Start date	Action Completion Date	Future Years	2007/2008 Resources	Lead Officer and Member	Longer-term Planned Outcomes (Source Document)	Assessing the Impact
14.1		VOTER REGISTRATION Obtain feedback from Canvassers and directly form electors regarding disadvantaged non English speaking electors	Dec 2007	Aug 2007	Dec 2007	On going each year	Electoral Commission has information leaflets in many languages. Ask them to provided them in Eastern European languages i.e. Polish	Karen Birdsall	A more inclusive approach to elections of all residents within the district to enable voting.	Increased number of Foreign voters. Monitor numbers
14.2		Make contact with all non-responding households and identify if the problem is that they don't understand the voter registration form.								
14.3		Canvasser suggested that they take a sheet round with them in many different languages saying why they were there and what they required. (Talk to other councils who have large non-English speaking electorate to see if they have any good practice we can copy.								

15. DR: REVENUES & BENEFITS

Action Number	Corporate Objective delivered by the Service Plan Action	2007/2008 Action	2007/2008 Target Output	Action Start date	Action Completion Date	Future Years	2007/2008 Resources	Lead Officer and Member	Longer-term Planned Outcomes (Source Document)	Assessing the Impact
15.1	Revenues & Benefits	Continue to provide and monitor uptake of translation service	Year end diversity analysis for Revenues & Benefits Service	On going	Mar 08	Adaptations to service delivery if required	Revenues & Benefits Staff	Steve Moull	Continued provision of translation service and other measures to improve access for customers	Annual returns & Statistics
15.2	Revenues & Benefits	Monitor customer complaints for diversity issues	Year end diversity analysis for Revenues & Benefits Service	On going	Mar 08	Actions to address shortfalls in delivery	Revenues & Benefits Staff	Steve Moull	Reduced level of complaints attributable to diversity issues	Monthly Performance Monitoring info
15.3	Revenues & Benefits	Monitor feedback from staff and customers for diversity issues	Year end diversity analysis for Revenues & Benefits Service	On going	Mar 08	Adaptations to service delivery if required	Revenues & Benefits Staff	Steve Moull	Improved access to services for diverse customer	Monthly Performance Monitoring info and customer feedback/focus group output
15.4	Benefits	Continue to monitor uptake of Housing Benefit	Year end diversity analysis for Revenues & Benefits Service	On going	Mar 08	Adaptations to service delivery if required	Revenues & Benefits Staff	Steve Moull	Continued compliance with evolving legislation	Annual returns & Statistics

16. DR: ITD

Action Number	Corporate Objective delivered by the Service Plan Action	2007/2008 Action	2007/2008 Target Output	Action Start date	Action Completion Date	Future Years	2007/2008 Resources	Lead Officer and Member	Longer-term Planned Outcomes (Source Document)	Assessing the Impact
16.1		In relation to website, only action was to determine the likelihood of a requirement for foreign language translation of the website and, if so, which languages.	Decision on whether or not to provide foreign language translation, and, if so, what language(s)	None Specified	30/09/2007	Information to be accessible and available in alternative formats where.	Input and assessment from front line services and policy unit required	Information & Website Manager	A more inclusive and accessible information system available to the public	Informed decision taken on need for translation facilities etc.
16.2		If need & appropriate languages identified, to provide online translation for website.	Appropriate online translation available on website.	None Specified	31/03/2008	Information to be accessible and available in alternative formats where.	Depends on language(s) required. Could be free tool or dedicated translation tool (at a cost to be determined).	Information & Website Manager	A more inclusive and accessible information system available to the public	Website translation facilities available if deemed necessary.