

**Gender Equality Scheme
& Action Plan**

**April
2007 - 2010**

**INTRODUCTION
GENDER EQUALITY SCHEME
2007 - 2010**

North Wiltshire District Council's Gender Equality Scheme, with the Race and Disability Equality Schemes, form an integral part of the Council's Corporate Equality & Diversity Policies. All three Schemes try to ensure that the Council:-

- takes action to tackle discrimination
- prevents harassment
- ensures that our work promotes equality of opportunity across all functions

The Council, as a service provider, policy maker and employer is committed to gender equality and recognises that men and women have different needs. Through implementing the requirements of the duty, the Council will try to have a better understanding of gender equality. In addition, the duty will help the Council take more positive action to provide a more user-friendly service, and to make better use of the talents of both men and women at work.

The Gender Equality Scheme has a 3 year action plan that highlights actions needed to promote equality of opportunity between men and women to try to eliminate unlawful discrimination and harassment.

Councillor David Evans
Lead Executive Member for Equality & Diversity

Delwyn Burbidge
Chief Executive

April 2007

1. **INTRODUCTION**

The Equality Act 2006 introduces the Gender Equality Duty for all public authorities. The Gender Equality Duty has two parts, the 'general' duty and the 'specific' duty.

'General Duty'

The general duty places a legal requirement on public authorities to have due regard to:-

- eliminate unlawful sex discrimination and harassment
- promote equality of opportunity between men and women

'Specific Duties'

The specific duties that public authorities must implement in order to meet the general duty are:

- To prepare and publicise a gender equality scheme showing how it intends to fulfil the general and specific duties and setting out its gender equality objectives
- To consult stakeholders (i.e. employees, service users and others, including trade unions) and take account of relevant information in order to determine its gender equality objectives
- In formulating its overall objectives, consider the need to include objectives to address the causes of any gender pay gap
- To gather and use information on how the public authority's policies and practices affect gender equality in the workforce and in the delivery of services
- To assess the impact of its current and proposed policies and practices on gender equality
- To implement the actions set out in its scheme within 3 years
- To report against the action plan every year and review the scheme at least every 3 years.

Transsexual people

The gender equality duty requires public authorities to have due regard to the need to eliminate unlawful discrimination and harassment against transsexual people in the fields of employment and vocational training. This covers not only those who have undergone gender reassignment in the past but also those who intend to undergo gender reassignment and those who are undergoing it. The scope of legal protection to have due regard to the need to eliminate unlawful discrimination and harassment against transsexual people will be extended to cover the provision of goods and services by 21 December 2007. The Council will be reviewing its employment policies to ensure that they adequately cover transsexual employees and potential employees as part of the action plan.

The Equal Opportunities Commission have prepared guidance for Employers on understanding how the gender equality duty applies to transsexual staff, and assists employers with applying the duty to this group of individuals in a respectful and effective manner.

<http://www.eoc.org.uk/default.aspx?page=19962>

OUR COMMITMENT TO GENDER EQUALITY

North Wiltshire District Council is fully committed to ensuring gender equality in the services and functions it provides, commissions and in its responsibilities as an employer.

The Council will endeavour to eliminate unlawful discrimination and harassment and to promote equality of opportunity between men and women.

The Council understands that men and women have different needs and if a service is delivered in only one way this will not suit everyone. The duty will help the Council to ensure that the different issues and priorities that men and women have in employment and accessing our services are considered and addressed at the very beginning of any new service, policy or function. In addition, work has and continues to be undertaken with Equality Impact Assessments being carried out on existing policies, services and functions in order to identify disadvantages to people because of their gender, race, age, disability, sexual orientation, religion or belief and any unique issues faced by our rural communities.

We recognise that employees who have caring responsibilities need to receive support from the Council, and this can be done through the promotion of flexible and part-time/job-share working opportunities at all levels of the Council and a review of the Council's Carers' Policy. We also need to ensure that service users with caring responsibilities receive the appropriate support they need to access our services.

This scheme will be subject to consultation with the Council's external stakeholder group who were involved in the development of the Council's Corporate Equality & Diversity Policy and Disability Equality Scheme, other local authorities, the Union and NWDC employees.

3. RESPONSIBILITY

North Wiltshire District Council has overall responsibility for the Gender Equality Scheme however key stakeholders supporting the scheme are:-

- Corporate Management Board
- Senior Manager leading on Equalities & Diversity
- Equalities & Diversity Lead Member
- Internal Equalities & Diversity group

Elected Members, employees and partners that deliver services in partnership or on behalf of the Council have a role to play in helping us to meet our duty to promote gender equality.

All employees of the Council are responsible for:-

- Finding out about the scheme.
- Utilising the resources available and becoming more aware of gender equality issues. Ensuring that the work undertaken by the Council does not negatively impact on a person because of their gender.
- Ensuring that our services, information, facilities and communication are accessible to all colleagues and members of the public.
- Bringing to the Manager's attention or an appropriate HR employee, any issue or situation that might adversely affect any person exercising their right. For example:-

- if an employee cannot access training opportunities because he/she works part-time
- if more men than women or vice-versa appear to be complaining about how a service is being delivered
- if a service appears to be treating one particular gender more favourably than the other

4. **COMMUNICATION**

The Scheme is publicised on the Council's website, intranet, bulletin board and in the employee handbook. Hard copies of the Scheme are available from Human Resources and upon request can be provided in alternative formats or languages. The Council will ensure that all Members, employees and partners are made aware of their responsibilities under the Scheme.

5. **CONSULTATION**

The Council recognises that active engagement with employees, the union, community and voluntary organisations and statutory organisations is fundamental to the development and success of this scheme. Consultation will be an on-going activity. The Council's Corporate Management Board and Team Leaders were involved in helping to identify priority Gender Equality objectives in relation to the Scheme. The various consultation methods the Council will use to provide information on the progress of the scheme will include:-

- 'Improving North Wiltshire' the Council's newsletter which is delivered to all homes in the District
- The Council's website and intranet
- Relevant voluntary organisations, community groups and representatives
- Internal Equalities & Diversity Newsletter

6. **POPULATION OF NORTH WILTSHIRE**

Facts and figures about people living in North Wiltshire from The Census 2001

- 125,372 people live in North Wiltshire
- 49.47% men compared to 50.53% female
- 59% women over the age of 70 compared to 41% men over age 70
- 88% of lone parents are female
- 14.4% of households are without a car
Nationally 16% of the population do not have access to a car, the figure for women nationally is 22%. The national figures also show that 81% of men have a driving licence, as do only 63% of women. Based on the national figures, it is estimated that around 20% of women in North Wiltshire do not have access to a car, indicating therefore that women are more likely to be reliant on public transport.
- 46.55% economically active people aged 16-75 working full-time
- 13.07% economically active people aged 16-75 working part-time

7. THE EQUALITY STANDARD FOR LOCAL GOVERNMENT

The Council has adopted the Equality Standard which is a systematic framework to mainstream equalities into service delivery and employment. There are six equality strands:- race, disability, gender, age, sexual orientation, religion or belief. The Council has included rural proofing as an additional strand of diversity within the Equality and Diversity Policy and Action Plan. The inclusion of this area reflects the difficult challenges faced by our rural communities.

There are 5 levels within the Equality Standard that cover all aspects of policy-making, service delivery and employment:-

- Level 1 - Commitment to a Comprehensive Equality Policy
- Level 2 - Assessment and Consultation
- Level 3 - Setting equality objectives and targets
- Level 4 - Information systems and monitoring against targets
- Level 5 - Achieving and reviewing outcomes

The Council achieved Level 2 of the Equality Standard on the 31st March 2007 and is committed to progressing through to Level 5 by April 2010.

8. PROCUREMENT

The Council is committed to ensuring that all external providers of Council services meet the statutory gender equality requirements.

To ensure that the Council fulfils its statutory duties contractors are required to comply with all current legislation in particular, the Race Relations (Amendment) Act 2002, the Race Relations Act 1976, the Sex Discrimination Act 1975, Disability Discrimination Act 1995 and Codes of Practices issued by the equality commissions.

Work is currently being carried out on developing a pre-contract questionnaire to incorporate equality issues into the tender documents before any procurement arrangements are entered into. This will mean that in the future contractors and suppliers who are unable to meet the statutory and Council equality requirements will be prohibited from providing services and goods on behalf, or in partnership with the Council.

9. INTERNAL EQUALITY & DIVERSITY GROUP

The Council has an internal employee group that meets monthly and has representatives from each of its Business Areas. The group is complemented by representatives of the Wiltshire Race Equality Council, the North Wiltshire Access Group and a local housing association. The Group is lead by a Strategic Manager and the Lead Executive Member for Equalities and Diversity. The Group progresses the work of all areas of Equalities & Diversity at a corporate level and has been involved from the very start in the development of the Gender Equality Scheme.

10. TRAINING

The Council recognises that it is important for all its employees to have the skills and knowledge to eliminate unlawful discrimination and promote equal opportunities. To do their jobs without unlawfully discriminating against any person or groups, our employees need appropriate training. The Council's employees and Members have undertaken a self study programme with an interactive test to improve understanding of equality & diversity and discrimination issues, including gender awareness and discrimination. The training has been incorporated into both Employee and Member Induction.

In addition, where relevant, equality issues and legislation is included in other Council in-house training courses e.g. Recruitment & Selection, Disciplinary & Grievance, Attendance Management and Investigations.

11. **EQUALITY IMPACT ASSESSMENTS**

The Council is committed to carrying out Equality Impact Assessments in order for us to understand whether our services are meeting the needs of both men and women and that they both have equal access to them.

An Equality Impact Assessment is a way of deciding whether an existing or proposed policy, service or procedure does, or may affect people differently, and if so, whether it disadvantages them as a result of their gender, race, age, disability, sexual orientation, religion or belief.

Equality Impact Assessments have been carried out amongst a wide range of services and policies.

Assessments will continue to be carried out on new policies and services, as they are developed and over time on all other existing policies and services. The resulting actions from the EIAs will be included within future service plans. A list of completed assessments is attached as **Appendix A** and a schedule of future Equality Impact Assessments to be carried out is attached as **Appendix B**. All completed Equality Impact Assessments can be viewed on the Council's website.

Committee reports have an equality and diversity section that details issues and actions raised by an equality impact assessment completed for that particular service area. Resulting actions are then included within the relevant service plan. Gender Equality issues are considered alongside other equality issues such as age, disability, ethnicity, sexual orientation and religion & belief and rural proofing.

12. **STAFF SURVEY 2005**

A staff survey was carried out in December 2005 and a question was asked to establish whether employees considered that their working hours were flexible. 80% of females compared to 70% of males considered that their working hours were flexible.

A further question was asked to establish whether employees considered that they had a good work/life balance. 74% of females compared to 69% of males responded that they did have a good work/life balance.

The Council will take positive action in promoting part-time/job-share/flexible working opportunities to ensure that male employees are fully aware that they have equal opportunities in applying for job-share/part-time/flexible working.

13. **HARASSMENT & DISCRIMINATION**

The Council is committed to ensuring that all forms of discrimination and harassment, including sexual harassment and discrimination, are addressed and will not tolerate such behaviour or actions. We have grievance and disciplinary procedures in place and a policy on dealing with complaints of harassment and discrimination relating to employees. Thorough investigations are carried out in accordance with the Council's Investigations Procedure.

To protect employees against any victimisation who wish to report any such incidences, the Council has a 'whistle blowing' policy in place

All disciplinary and grievance cases (including harassment) are recorded and reported to Committee on an annual basis as part of the Council's Annual Monitoring Report together with information on the action taken to help reduce the number of incidences. A breakdown of the number of cases by gender, race & disability is undertaken.

During both 2005/06 and 2006/07 women accounted for 33% of grievances.

14. **COMMENTS AND COMPLAINTS**

Members of the public who feel that they have experienced discrimination on the grounds of their gender in the way the Council has treated them may make a complaint through its Corporate Complaints procedure.

We will take all complaints seriously and will not tolerate any form of discriminatory behaviour. Information on how members of the public can make complaints is displayed clearly in the reception area of the Council offices together with information accessible on the Council's website.

The Members' Code of Conduct and Standards Committee deals with complaints about the conduct of elected members.

All complaints are recorded on the Council's Comments & Complaints database and reviewed by Senior Managers as part of the performance management framework. Any person making a comment or complaint is asked to complete a series of equality monitoring questions. Work is currently being carried out by the Council to develop and improve on the existing methods of recording complaints and equalities monitoring.

With the information that is collated and analysed we will also take into account the possibility that men or women may be more or less likely to complain or be dissatisfied with particular services.

15. **EMPLOYEES WITH CARING RESPONSIBILITIES**

The Council has a Carers Policy that provides assistance to employees with caring responsibilities. It is acknowledged that very few employees access this policy. One of the actions contained in the Action Plan is that a review of the policy is carried out to try to and improve the support and information that is currently provided to employees. Work will also be undertaken to promote the policy more widely.

16. **EQUAL PAY AUDIT**

As part of the single status implementation at North Wilts, a new job evaluation scheme has been introduced, it is called the Greater London Provincial Council Scheme (GLPC). This scheme was designed by the Associate of Local Government in London who sought advice from the Equal Opportunities Commission (EOC) in its design and although no job evaluation scheme can be "approved" by the EOC, the EOC did comment fully on the scheme and all advice made led to the licensed product that the Council has purchased.

All posts within the Council have been evaluated in the new scheme and a new pay and grading structure is being designed. The final design will be put through an equal pay audit. The Council will be following the EOC methodology to conduct a comprehensive equal pay audit during 2007. To support this, the Council has worked in partnership with Wiltshire County Council to purchase software created by a firm called Link specifically for the EOC. The software is called Equal Pay Reviewer and it enables employers to perform equal pay audits. Its usage is considered best practice and it is also recommended highly by Unison.

Purchasing the software will also enable the Council to set up the means to conduct equal pay audits regularly in the future.

17. **EMPLOYMENT**

The Council is actively committed to equality of opportunities in all its employment opportunities, working procedures and practices and recognises that its services are enhanced and improved through the recruitment and retention of a diverse workforce.

Job Segregation

We are fully aware that there are some functions within the Council where posts are predominately filled solely by a specific gender for example, Refuse/Grounds Maintenance - males, Building Control Officers - males and Receptionists – females. We accept that work needs to be carried out in taking positive action through targeted advertising, training, working with schools and colleges to try and encourage more males and females to apply for jobs that are currently unrepresented or under-represented by a specific gender. Regular management information on the profile of employees will be provided to managers to enable them to identify any under representation of a specific gender across the Council and within their teams to enable them to take appropriate positive action.

Facts & Figures about Employees:-

51% of all employees of the Council are male compared to 49% female. This is in contrast to the fact that more women nationally are employed in local government than men. (Source: Labour Force Survey 2005).

61% of the Council's Corporate Management Team and Team Leaders are male.

In terms of how the authority performs against the Best Value Performance Indicator 11a – (the percentage of top 5% of earners that are women) the Council is in the second best quartile with 26% of the top 5% earners being women.

The Council have 14 pay grade bands in its current salary structure. The table below gives a breakdown of women employed on the middle salary grades compared to men as at March 2007:

	Grade 7	Grade 8	Grade 9	Grade 10
Female	18	18	11	4
Male	10	27	10	8

The above figures provide a snap shot of the gender split across the middle grades. The Council acknowledges that work needs to be undertaken to analyse this information further. Work will also be undertaken to look at the gender split across the lower graded posts.

Part-time/Job-share working

Within the Council, 21% of employees work on a part-time basis. Women make up 79% of those employees who work on a part-time basis compared to 21% of men.

The Council recognises that there are no officers within the Corporate Management Team and Team Leader level that work on a part-time/job-share basis and that work needs to be carried out in promoting flexible working across all levels of the Council.

Homeworking

The Council has a Voluntary Homeworking Policy that provides an opportunity for all employees, whether full time or part-time to apply to work from home. Managers will give appropriate consideration to all requests. Each case is considered on its own merits taking into account the effect on the employee, their work, the operational needs of the service, the organisation and the other people in the team. No employee will be indirectly or directly discriminated against and any employee refused the option of homeworking will be given a full explanation giving business reasons for the refusal. The Council currently has five female employees who contractually work from home and a number of employees who work from home on an adhoc basis.

Women returning from maternity leave

The Council has a high level of employees that return to work following maternity leave. Over the past 9 years, 80 employees have taken maternity leave and out of this figure, 82% have returned or

will be returning. This figure includes employees who are currently on maternity leave who have indicated that they will be returning to work.

18. **MONITORING OF COUNCIL SERVICES ON GENDER EQUALITY ISSUES**

The Council undertakes equality monitoring in some of its services and acknowledges that this needs to be extended to other services. We recognise that equality monitoring of service delivery is essential for effective planning and analysis of who is using our services and how satisfied people are. It will help the Council identify if services are being under-used or received differently by a particular gender and to address any inequality.

One of the systems that the Council uses is the LAGAN system that currently allows the Council to record contacts made from customers in person, by email, together with recording the reason for the contact. Work is currently being carried out to extend the monitoring on the LAGAN system for contacts made to the Council by telephone, letter, fax and sms (text messaging).

Equal opportunities monitoring is built into the LAGAN system that will allow the Council to identify if services are being under-used by a particular gender.

Regular customer satisfaction surveys are carried out within a number of services across the Council and the information collated can be disaggregated by gender.

The Council will continually work towards developing all of its monitoring systems.

As part of a reorganisation of senior management in 2007, a dedicated consultation unit will be established. This will ensure that gender equality monitoring will be undertaken systematically across all Council services.

19. **REPORTING ON AND REVIEWING THE GENDER EQUALITY SCHEME AND ACTION PLAN**

Annual reports will be provided on the progress made against the 3 year Gender Equality Action plan together with the progress made against the Corporate Equality & Diversity and Disability Equality Action Plans. The information will be reported through a number of internal and external channels:-

- Appropriate Committees
- Corporate Management Board
- 'Improving North Wiltshire' the Council's newsletter which is delivered to all homes in the District
- The Council's website and intranet
- Relevant voluntary organisations, community groups and representatives
- The Equality & Diversity Newsletter

A review of the Gender Equality Scheme will be undertaken in April 2010.

GENDER EQUALITY (3 YEAR) ACTION PLAN (2007 – 2010)

Action	Outcome	Responsibility	Completion Date
1.Prepare draft Gender Equality Scheme and promote involvement of stakeholders	Effective involvement from employees, community & voluntary organisations and statutory organisations	Lead Officer - Equality & Diversity	March 2007
2.Publish and promote full Gender Equality Scheme	Raise awareness of the Council's Scheme its Gender Equality targets	Lead Officer – Equality & Diversity	April 2007
3.To take positive action through advertising, training, targeting schools, colleges etc in encouraging members of a under-represented sex to apply for jobs where one particular sex is unrepresented.	Increase in number of males and females applying for and being appointed to jobs that are predominately filled by one particular gender.	Human Resources All Managers responsible for recruiting	On-going
4.Review the Council's Carers' Policy	To improve the support and assistance the Council currently offers to employees with caring responsibilities	Human Resources	December 2007
5.Promote flexible/job-share working at all levels of the Council	To increase the number of opportunities at <u>all</u> levels for employees to work on a part-time/job-share/flexible & home-working basis.	All managers & Human Resources	On-going
6.Review the Council's Harassment and Recruitment Policies	To ensure that the policies adequately cover transsexual employees and potential employees	Human Resources	December 2007
7.Regular statistical information to be provided to managers on gender profiling of employees across the Council	Help identify and address any under-representation of a particular gender within specific roles of the Council.	Human Resources	Information provided on a 6 monthly basis.
8.Monitor the satisfaction rates and usage of services by gender	To identify if services are being received differently or are being under-used by a specific gender and if so to take appropriate action to address any inequality, disadvantage or discrimination.	All managers with overall responsibility for the delivery of services.	On-going
9.Continue to undertake Equality Impact Assessments on all new and existing policies, services or procedures.	To identify if people are being or could be disadvantaged or discriminated against as a result of their gender and if so to take appropriate action to address any inequality and discrimination.	Managers of services	On-going
10.Undertake equal pay audits and formulate an Equal Pay Policy	To ensure that the Council maintains equal pay and has no gender bias regular equal pay audits will be conducted.	Human Resources	July 2007

11.Ensure procurement activity addresses gender equality issues. Development of a pre-contract questionnaire incorporating all equality issues.	Ensure that external providers of Council services meet their statutory gender equality requirements and the Council's equality policies and practices. Contractors & suppliers who are unable to meet equality requirements will not be allowed to provide services/goods on behalf of the Council.	Lead Officer on procurement.	Ongoing Pre-contract questionnaire end May 2007
12.Review and report on the progress made against the Council's Gender Equality Targets on an annual basis.	To demonstrate to employees and service users of the progress made.	Lead Officer – Equality & Diversity	Annual
13.Review the Gender Equality Scheme.	To make revisions to the scheme in order to make continuous improvement in promoting gender equality and eliminating discrimination & harassment.	Lead Officer – Equality & Diversity	April 2010
14. Pro-actively working with other local authorities to share best practice in promoting Gender Equality	To build on partnership working with a view to ensuring best practice is shared.	Internal Equalities & Diversity Group	On-going
15.Test customer satisfaction levels. This should include also an analysis of BME and Disability Gender Groups	To establish whether different levels of customer satisfaction are being experienced by men and women and to examine the reasons for this. Customer satisfaction levels should also be tested against BME and Disability Gender Groups.	Customer Contact Team and Consultation Unit	Annually

LIST OF COMPLETED EQUALITY IMPACT ASSESSMENTS

Community and Environment

Arts Development
Community Planning, Community Area Awards, Partnership Working
Corsham Tourist information & Heritage Centre
Development of the Primary Sport Programme, club development, alternative
Environmental Health - Complaints
Environmental Health - Inspections
Environmental Health - Licensing
Environmental Health - Pest Control
Environmental Health - Violence at Work
Estate Management - Maintenance
Estate Management - New Build
Housing - Advice service review (linked to a review of the homelessness service)
Housing - DFG Grants
Housing - Giving housing advice, conducting homelessness interviews and investigations
Housing - Market Assessment
Housing - Needs Research
Housing & Planning - Gypsies and travellers needs survey
Housing - Provision of Disabled Facilities Grants
Made in North Wiltshire Project
Private Sector Renewal Strategy
Raising young people's voice and influence in the district through participation and engagement opportunities
Regeneration and Asset Management - Business Start Up Scheme
Regeneration and Asset Management - Community transport activities (link project, Rural Transport partnership etc)
Sporting opportunities, Anti-social behaviour initiatives, Health initiatives

Corporate Services

Capital Strategy
Communications – Production of Council Newsletter – 'Improving North Wiltshire'.
Corporate Administration and Member Support – Chairman's event – Annual Civic Carol Service
Elections – Compilation of an accurate Register of Electors. Administration and organisation of elections and referendum
Finance – Budget consultation with the public
Finance and Elections – Electronic storage of creditor invoices/election form A and postal request forms
HR - Recruitment Selection Guidelines
HR - Redeployment Policy
ICT Services – 'Improving access to information and services' programme
ICT – Website
Improving the Customer Experience
Legal – Land transactions with the public
Legal - Planning Inquiries
Manage Council consultation through the 'People's Voice'
Policy and Democratic Services – Managing committee meetings
Respect for People Diversity Training

Schedule of Completed Equality Impact Assessments (Continued)

Planning Services

Annual monitoring report for PDG bid July 2005

Building Control

Development Control

Legal - Planning Inquiries

Legal support for planning inquiries

Spatial Planning – Production of local plan and local development framework documents

Customer Services

Administration of housing and council tax benefits

Cleansing and Amenities – Carry out a major review of the refuse collection rounds.

Grounds maintenance and street cleaning – Wiltshire Improvement Partnership Project – To improve standards and processes in grounds maintenance and street cleaning

Investigations – Prosecution or sanctioning of offenders

SCHEDULE OF EQUALITY IMPACT ASSESSMENTS FOR COMPLETION

Community & Environment

Community Partnership - Responsible Officer - Jo Cogswell

Primary Sport Programme - 2007
Club development - 2007
Alternative sports - 2007
Anti-social behaviour initiatives - 2007
Health initiatives - 2007

Environmental Health - Responsible Officer - Mike Doran

Gambling Act - 2007

Customer and Business Support - Responsible Officer - Graham Wilson

Festival 2007

Assets Design and Regeneration - Responsible Officer - David Stirling

Premises Suitability Surveys - 2008
Identify surplus land - 2008
Access to public buildings - 2008
North Wiltshire Leisure Limited – PPM - 2006
Carbon Trust report - 2008
Wilts and Berks Canal Transport Strategy - 2007

Housing - Responsible Officer - Janet O'Brien

Housing needs register/allocations policy - 2007

Corporate Services

Corporate Admin and Member support - Responsible Officer - Wendy Gubbins

Booking and access to Council premises - 2007

Human Resources - Responsible Officer - Elaine Orchard

Early retirement - 2007
Appraisals - 2007
HR Strategy - 2007
Redundancy policy - 2007
Pay and rewards – 2007

ICT - Responsible Officer - Peter Barnett

Partnership working - 2007
Development of access technology (website ,telephone, face to face) - 2007
Business continuity - 2007
Information management data security policy - 2007
'Fit for purpose' hardware and software procurement - 2007
ICT strategy - 2007

Policy and democratic services - Responsible Officer - John Watling

Future ways of working - 2007

Agendas and public information - 2007

Risk/audit of premises, events and elections (shared) - 2007

Customer Services

Cleansing and Amenities - Responsible Officer - Steve Bowcock

All correspondence and application forms for services - 2007,

Admin and customer contact from depot - 2007

All process/procedures and systems - 2007

Bulk waste collection - 2006

Assisted waste collection - 2006

Non wheeled bin waste collection - 2006

Trade waste collection - 2006

Purchase of services – bulk waste/trade waste - 2007

Encourage walking to work - 2007

Access to equipment in parking areas - 2007

Council Tax, Recovery and Admin -Responsible Officer - Paul Southway

Recovery policy and procedures - 2007

Housing Benefit - Responsible Officer - Julie Higinbotham

Benefit take-up - 2007

Publicity and advertising - 2007

Customer Contact - Responsible Officer - Jackie Tavener

Customer Contract/Access strategy 2007

Customer contact/access strategy - 2007

Customer first partnership work - . Service standards - . Access strategy - Shared services - 2007

Car parking – Responsible Officer – Chris Major

Car Parking - 2007

Investigations - Responsible Officer - Julie Higinbotham

Anti Fraud Strategy – 2007

Planning

Building Control - Responsible Officer - Nigel Daniels

Joint commissioning of BC service - 2007

Spatial Planning LDF - Responsible Officer - Lachlan Robertson

Housing and employment DPD

Affordable housing DPD

Statement of community involvement - 2007

Core strategy

Towns DPD

Rural areas DPD

