

## 3) Central Bedfordshire Equality & Diversity Strategy 2018 - 21

### 3.1 Component One: Key Areas of Focus - Equality Objectives

#### Central Bedfordshire Council Priorities – The Five Year Plan

The Council is committed to a series of priorities, outlined in its Five Year Plan 2015-2020 which collectively will help its communities to progress and prosper. They are:

**Enhancing Central Bedfordshire** – enhancing prosperity with more and better jobs; improving infrastructure, providing the quantity and type of housing needed by residents while maintaining and enhancing the character of the area.

**Great Resident Services** - delivering quality universal services to our residents, such as waste collection, libraries, parks, and leisure services, continuing to improve our pavements and roads.

**Improving Education and Skills** – supporting the academic and social success, and physical wellbeing of children and young people. Creating opportunities for everyone to continue to develop their existing skills and learn new ones and have the access and incentives to work.

**Protecting the Vulnerable; Improving Wellbeing** – ensuring that vulnerable children or adults are not exploited, abused, or suffering as a result of neglect or lack of support.

**Creating Stronger Communities** – working to build stronger local communities, providing a greater sense of place and participation in local affairs and services. Helping to create greater resilience and reduce social isolation.

**A More Efficient and Responsive Council** – achieving cost effectiveness and efficiency in all that we do, focused on outcomes rather than process. Making the most of opportunities to create value from trading, from growing, and from working across the public and private sectors to deliver great solutions for residents.

The corporate equality objectives outlined in this Equality Strategy support these six Council priorities. In addition the objectives include key, service specific objectives identified through equality impact assessment processes as part of ongoing strategy and policy development which contribute directly to the achievement of Council priorities. In this way equality objectives are mainstreamed across the organisation and refreshed on a regular basis.

The corporate equality objectives also reflect the most pressing and significant equality challenges facing society which have been identified by the Equality and Human Rights Commission (EHRC) in the document “Is Britain Fairer 2015”: The Commission considered data and evidence based around 10 domains:

**Life** - refrain from taking life, safeguard life, and investigate death.

**Health** – mortality, lifestyles and healthy living and patient experience

**Physical security** – freedom from torture, inhuman degrading treatment, promote dignity

**Legal security** - right to liberty and security of person

**Education** – access, attainment, exclusion, safety and emotional health, lifelong learning

**Standard of living** – housing, poverty & income, access to care, quality of the local area

**Productive, valued activities** - trafficking & exploitation, employment, occupation, earnings

**Individual, family and social life** – support, domestic abuse, relationships, privacy

**Identity, expression and self-respect** - religion, belief, communication, stigma stereotyping

**Participation, influence and voice** – political and civil participation

The Commission concluded that the most significant areas requiring improvement were:

- **Improve the evidence** and the ability to assess how fair society is.
- Raise standards and close attainment gaps in **education**.
- Encourage fair recruitment, development and reward in **employment**.
- Support improved **living conditions** in cohesive communities.
- **Encourage democratic participation** and ensure access to justice.
- Improve access to **mental health** services and support for those experiencing (or at risk of experiencing) poor mental health.
- **Prevent abuse**, neglect and ill-treatment in care and detention.
- Tackle targeted **harassment and abuse** of people who share particular protected characteristics

## Central Bedfordshire Five Year Plan Priorities 2015 - 2020 and Equality Objectives

Priority 1: Enhancing Central Bedfordshire	
<p>We want to improve Central Bedfordshire as a place to live, by enhancing prosperity with more and better jobs; to improve infrastructure, and to provide the quantity and type of housing needed by our residents while maintaining and enhancing the character of Central Bedfordshire. We will nurture housing growth that offers a range of opportunities for people to live in housing that is affordable, sensitive to their needs and of great quality. We will strive to retain the character of Central Bedfordshire that is so cherished by its residents and will address any concerns they may have around safety in their communities. Our development will be facilitated by great infrastructure, such as broadband, wifi and transport. Our Market Towns and villages will thrive and prosper, with improved town centres and facilities.</p>	
Directorate	Summary of Objectives
Regeneration & Business	<p><b>Central Bedfordshire Local Plan 2018 - 2035</b>            The Local Plan sets out how Central Bedfordshire will develop over the next 20 years. It outlines the strategy for ensuring the growth is delivered in the right place, and is of the right character and quality. It also ensures that growth is delivered with the supporting roads, schools and services such as health, as well as retail, leisure and community facilities.</p> <p style="text-align: right;"><b>Equality Domain – Standard of Living</b></p>
Regeneration & Business	<p><b>Housing Strategy 2016 – 21</b>            Focusses on key issues facing Central Bedfordshire such as housing supply, affordability, an ageing population and the housing needs of vulnerable people.</p> <p><b>Theme 1: Enabling sustainable communities</b> focuses on the wider delivery of all types of housing and predominantly how to get the market to meet housing needs and get people into home ownership. The affordability issues within Central Bedfordshire and the affect on local employment is explored the theme. There is a focus on the design of homes and how to ensure existing stock can help meet housing need.</p> <p><b>Theme 2: Affordable housing delivery</b> focuses on affordable housing delivery and the need to deliver over 360 homes per year to meet the identified need in the Strategic Housing Market Assessment (SHMA) and the tenure mix that will be required. How to work in partnership with Registered Providers to deliver affordable housing is identified and how to work together to enable delivery. It also touches upon the ability of the Council to deliver and build affordable housing.</p> <p><b>Theme 3: Meeting the housing needs of older persons</b> focuses on the growing older population in Central Bedfordshire and the need to create attractive housing options for older people to live in. The need to create a range of products to ensure that larger homes can be freed up and that older people have homes where they can remain part of the community and reduce social isolation. To enable homes that are fit for purpose and can be changed and adapted as peoples care needs change. There is also a focus on reducing the costs to Health Service and Adult Social care by the creation of attractive older person accommodation.</p> <p><b>Theme 4: Meeting the housing needs of vulnerable people</b> focuses on transforming people’s lives by ensuring that there is choice and control for those who need to access services to support them in housing. Working with partners and</p>

	<p>stakeholders to identify the housing needs of vulnerable people helps ensure any intervention takes place at an early stage as a preventive measure. This guards against potential issues later, reduces the need for more involved and costly assistance and provides the best outcomes for vulnerable people.</p> <p style="text-align: right;"><b>Equality Domain – Standard of Living</b></p>
<b>Regeneration &amp; Business</b>	<p><b>Superfast Broadband Extension Project 2017</b></p> <ul style="list-style-type: none"> <li>• Maximising overall superfast broadband coverage</li> <li>• Subject to maximising superfast, seek a balance between residential and business premise coverage and</li> <li>• Subject to maximising superfast coverage, achieve a reasonable geographic spread across central Bedfordshire.</li> </ul> <p style="text-align: right;"><b>Equality Domains – Standard of Living, Participation Influence and Voice</b></p>
<b>Regeneration &amp; Business</b>	<p><b>Local Transport Plan 4</b></p> <p><b>Objective 1: Capacity – Provide the transport capacity to facilitate growth</b> New development will increase pressures on the transport network and the demand to travel in the local area. Providing new capacity and making better use of the existing capacity will allow the authority to absorb this increase and accommodate additional trips, to enable development to come forward and minimise the impact on existing residents.</p> <p><b>Objective 2: Connectivity – Improve connectivity to jobs and services.</b> Connected communities which can readily access the new jobs and opportunities provided by growth ensure that all local residents can realise the benefits associated with new investment in an area. Improved connectivity also helps to give business a competitive advantage and embed sustainability into the growth agenda.</p> <p><b>Objective 3: Communities – Create safe and attractive communities.</b> Safe, attractive and inclusive communities are places in which people want to live and businesses want to invest. Through the creation of more civilised streets, reducing the impact of traffic and improving safety and personal security, transport investment can help create communities and preserve a local environment that draws in external investment.</p> <p style="text-align: right;"><b>Equality Domain – Standard of Living</b></p>
<b>Community Services</b>	<p><b>Passenger Transport Strategy 2016</b></p> <p>The Strategy sets out the Council’s objectives for passenger transport in the Central Bedfordshire area in relation to:</p> <ul style="list-style-type: none"> <li>• Subsidised Public Transport</li> <li>• Concessionary Fares</li> <li>• Community Transport</li> <li>• Home to School Transport – Available Walking Routes</li> <li>• Fleet Services and Operations</li> </ul> <p style="text-align: right;"><b>Equality Domains – Education, Standard of Living, Productive Valued Activities</b></p>

## Priority 2: Delivering Great Resident's Services

We will continue to deliver quality universal services to our residents, such as waste collection, libraries, parks, and leisure services. We will seek to continue to improve our pavements and roads. We will improve the appearance of our towns and villages through a focus on the living environment and working with our Town and Parish Councils.

Directorate	Summary of Objectives
<b>Community Services</b>	<p><b>Leisure Facilities Strategy 2014</b></p> <ul style="list-style-type: none"> <li>• To provide a balanced and consistent approach to the provision of indoor sports for all ages and abilities, which takes into account all needs and demands</li> <li>• To make appropriate and commensurate provision for the increased demands brought about by new housing development</li> <li>• To support the health agenda by making facilities for exercise appropriate and accessible to all</li> <li>• To engage hard to reach groups and those not currently taking part in sport</li> <li>• To sustain and increase where possible participation in indoor sports</li> <li>• To ensure the number of adults in Central Bedfordshire taking part in sport and physical activity remains above the national average</li> <li>• To enable a range of sports activities to flourish, including recreational, teaching, coaching, club growth and the development of excellence</li> <li>• To promote principles of sustainability and good and efficient design</li> <li>• To guide the investment strategies of Central Bedfordshire Council and other potential providers</li> <li>• To ensure good management and value for money of Central Bedfordshire Council's facilities</li> <li>• To ensure that additional facilities for sport contribute toward wider agendas including the economy, social cohesion, and community enjoyment</li> </ul> <p style="text-align: right;"><b>Equality Domain – Health, Standard of Living</b></p>
<b>Community Services</b>	<p><b>Physical Activity Strategy 2013-2017</b></p> <p>Vision: Enable a coordinated network of high quality, accessible and affordable physical activity opportunities to meet the needs of Central Bedfordshire residents both now and into the future, through the combined efforts of the Council and other providers.</p> <p>Objectives;</p> <ul style="list-style-type: none"> <li>• To enable a balanced and consistent approach to the provision of physical activity opportunities for all ages and abilities, which takes into account all needs and demands.</li> <li>• To support the delivery of public health outcomes.</li> <li>• To promote principles of high quality and sustainable programmes of activity.</li> </ul>

	<ul style="list-style-type: none"> <li>• To guide the investment strategies of Central Bedfordshire Council and other potential providers.</li> <li>• To ensure the number of adults in Central Bedfordshire taking part in sport and physical activity remains above the national average.</li> </ul> <p style="text-align: right;"><b>Equality Domain – Health, Standard of Living</b></p>
<b>Community Services</b>	<p><b>Outdoor Access Improvement Plan 2013 -2031</b></p> <p>The vision focuses on:</p> <ul style="list-style-type: none"> <li>• Providing access to a range of high quality green spaces and the wider countryside through a well - managed Rights of Way network</li> <li>• Involving local communities in the management of the countryside</li> <li>• Raising public confidence and understanding of countryside access</li> <li>• Providing improved biodiversity and heritage management, integrated with public access</li> <li>• Increasing use and enjoyment of the Central Bedfordshire countryside for fresh air, relaxation, recreation, health and exercise</li> </ul> <p>The plan includes a focus on improving and broadening access to the countryside</p> <p style="text-align: right;"><b>Equality Domain – Health, Standard of Living, Participation</b></p>

<b>Priority 3: Improving Education and Skills</b>	
<p>We will support the academic and social success, and physical wellbeing of our children and young people, working with schools, parents and communities. In addition, because learning is a lifelong activity, opportunities will be available for adults to continue to develop their existing skills and learn new ones. We will have created opportunities for everyone to have the access and incentives to work, either in Central Bedfordshire or in other areas, which they will be able to get to with ease. There will be routes into employment for all ages, such as apprenticeships and schemes for older people which will result in not only in increased income, but improved health and raised self-esteem.</p>	
<b>Directorate</b>	<b>Summary of Objectives</b>
	<p><b>Partnership Vision for Education 2016</b></p> <p>Overarching Principles:</p> <ul style="list-style-type: none"> <li>• Children who are happy, healthy and safe will achieve better outcomes.</li> <li>• Enabling and ensuring great teaching for all of our children.</li> <li>• Raising the aspirations of the whole education community.</li> <li>• Creating and supporting a culture of success across the whole education community.</li> <li>• Improving the attainment and progression of all of our children.</li> <li>• Facilitating the social mobility of vulnerable children.</li> </ul> <p style="text-align: right;"><b>Equality Domain – Education</b></p>

<b>Regeneration &amp; Business</b>	<p><b>All Age Skills Strategy 2016 - 2020</b>  Individuals require skills to enable them to secure and progress in employment; businesses need a skilled workforce to stimulate productivity, encourage competitiveness and innovation; and collectively skills are required to support the local economy to compete nationally and internationally. The aim of the strategy is to enable the delivery of a flexible and responsive workforce that meets the needs of employers, ensuring that residents have the opportunities to develop the skills they need for work.</p> <p><b>Measures of success in Central Bedfordshire</b></p> <ul style="list-style-type: none"> <li>• Reduced level of reported business skills gaps from 29% in 2015 to 20% by 2020</li> <li>• Employment rate maintained to at least 5% above the national average</li> <li>• Increased % of working age residents with level 2 or above qualifications</li> <li>• Reduced % of working age residents with no qualifications</li> <li>• Reduced % of out of work benefit claimants</li> <li>• Increased participation of 16-18 year olds and 19+ year olds in Apprenticeships</li> <li>• The % NEETS/EETs (not in education, employment or training) and to ensure we remain in the top quartile of national performance.</li> </ul> <p style="text-align: right;"><b>Equality Domains –Education, Standard of Living, Productive Valued Activities</b></p>
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**Priority 4: Protecting the Vulnerable, Promoting Well Being**

We will protect the vulnerable, be they children or adults, ensuring that they are not exploited, abused, or suffering as a result of neglect or lack of support. We will also work to improve the health and wellbeing of our residents. We will have a particular focus on two groups:

- Children and their families - to provide them with the best start in life, by intervening early where necessary.
- Older People - enabling them to live healthily , contribute to their communities and maintain independence.

Key components of this will be providing appropriate housing, particularly for the elderly and moving care to focus more on prevention rather than cure, with services and support provided in the right place at the right time. This will require working closely with the National Health Service, to provide services locally seven days a week. Social care will continue to be developed to help people to live independently for as long as possible, either in their own homes with support or in specialist accommodation.

Directorate	Summary of Objectives
<b>Children’s Services</b>	<p><b>Children and Young People’s Plan 2017 – 2020 Priorities</b></p> <ul style="list-style-type: none"> <li>• Prevention and identifying needs early - offering the right support at the right time</li> <li>• Protecting vulnerable children and young people</li> </ul>

	<ul style="list-style-type: none"> <li>• Building strong families – e.g. tackling circumstances where children are living with domestic abuse</li> <li>• Supporting children in their aspirations and goals in preparing for adulthood</li> </ul> <p><b>Obsessions</b></p> <ul style="list-style-type: none"> <li>• Reducing the number of children exposed to domestic abuse incidents</li> <li>• Improving emotional health, wellbeing and resilience</li> <li>• Improving educational outcomes across every key stage</li> </ul> <p><b>Equality Domains – Life, Health, Physical Security, Education, Productive Valued Activities, Individual, Family and Social Life, Identity, Participation</b></p>
<p><b>Children’s Services</b></p>	<p><b>Shared Vision (Education, Health and Social Care) for Children and Young People (0-25) from Central Bedfordshire with Special Educational Needs and Disabilities (SEND) 2016</b></p> <p>All agencies will work with families to ensure that services are shaped and delivered to support children and young people with SEND in achieving the very best they can. Co-production of services with children, young people and their parents and carers will be at the heart of this. The vision is defined by 3 overarching principles:</p> <ol style="list-style-type: none"> <li>1. Co-production, working with parents/carers and young people to be a responsive service</li> <li>2. Early intervention and high aspirations for all children and young people</li> <li>3. Preparing for adulthood</li> </ol> <p><b>Equality Domains – Life, Health, Physical Security, Education, Productive Valued Activities, Individual, Family and Social Life, Identity Expression and Self Respect, Participation Influence and Voice</b></p>
<p><b>Children’s Services and Social Care Health &amp; Housing</b></p>	<p><b>Central Bedfordshire Special Educational Needs and Disabilities (SEND) Preparing for Adulthood Strategy (14-25) 2015</b></p> <p>The strategy states that Central Bedfordshire Council and partners will:</p> <ul style="list-style-type: none"> <li>• Encourage young people to have aspirations and believe in what they can do and realise how much they can achieve.</li> <li>• Work with everyone who is involved in supporting young people as they approach adulthood to have positive aspirations for them and support them in a way that helps young people to achieve their goals.</li> <li>• Enable young people to live healthy and fulfilling lives, supported by a range of local care and support services and accessible healthcare.</li> </ul> <p><b>Equality Domains – Life, Health, Physical Security, Education, Productive Valued Activities, Individual, Family and Social Life, Identity Expression and Self Respect, Participation Influence and Voice</b></p>
<p><b>Public Health</b></p>	<p><b>Joint Strategic Needs Assessment</b></p> <p>A number of common themes which have emerged from the JSNA:</p> <ol style="list-style-type: none"> <li>a) The need to increase healthy life expectancy and promote independence by increasingly ‘mainstreaming prevention’.</li> </ol> <p>This is important to both local residents and to the local health and care system that will need to meet rising demand if healthy life expectancy does not improve.</p>

	<p>b) The need to reduce inequalities and disadvantage which can start from birth – so giving every child the best start in life is essential.</p> <p>c) The need to give mental and physical health parity – there is no health without mental health.</p> <p>d) The need to be ambitious – whilst outcomes in Central Bedfordshire appear better than average – they should be as it is a relatively affluent area – so we should aim to be among the best</p> <p style="text-align: right;"><b>Equality Domains – Life, Health, Education, Standard of Living</b></p>
<b>Public Health</b>	<p><b>Joint Health and Wellbeing Strategy</b></p> <ul style="list-style-type: none"> <li>• Ensuring good mental health and wellbeing at every age</li> <li>• Giving every child the best start in life</li> <li>• Enabling people to stay healthy for longer</li> <li>• Improving outcomes for frail older people</li> </ul> <p style="text-align: right;"><b>Equality Domains – Life, Health, Education, Standard of Living</b></p>
	<p><b>Sustainability and Transformation Plan 2016-2020</b></p> <p>Planning Guidance asks every health and care system to come together to create their own ambitious local blueprint for accelerating implementation of the Five Year Forward View (5YFV) by developing Sustainability and Transformation Plans (STPs). The STP is intended to be place-based, multi-year plan built around the needs of local populations and is seen as a means to build and strengthen local relationships, enabling a shared understanding of local issues and challenges, defining the ambition for 2020 and the concrete steps needed to get there. It provides an opportunity for a whole system approach to addressing the wider determinants of health, such as housing, economic development and education. It will foster greater collaboration between the NHS and local government, with patients and the public kept at the centre.</p> <p style="text-align: right;"><b>Equality Domains – Life, Health, Physical Security, Standard of Living</b></p>
<b>Social Care Health &amp; Housing</b>	<p><b>Better Care Fund Plan 2017/19 0 2018/19</b></p> <p>To improve performance in the following four metrics:</p> <ol style="list-style-type: none"> <li>1. Delayed transfers of care,</li> <li>2. Non-elective admissions (general and acute),</li> <li>3. Admissions to residential and care homes and</li> <li>4. Effectiveness of reablement.</li> </ol> <p>Guiding principles</p> <ul style="list-style-type: none"> <li>• Prevention and early intervention</li> <li>• Care Closer to home</li> <li>• Improving out of hospital services</li> <li>• Securing integrated outcomes for people across physical, social and mental health.</li> </ul> <p style="text-align: right;"><b>Equality Domains – Life, Health, Physical Security, Standard of Living</b></p>

<b>Social Care Health &amp; Housing</b>	<p><b>Market Position Statements</b></p> <p>The Council is developing market position statements relating to learning disabilities, mental health, physical disabilities, assistive technology and older people. The statements are designed to:</p> <ul style="list-style-type: none"> <li>• summarise supply and demand in the local authority area</li> <li>• signal business opportunities within the market</li> <li>• provide the market with a range of information relevant to their business</li> <li>• describe what the gaps are in the current market and identify what service users / carers are saying about services</li> <li>• describe the commissioning intentions for the council</li> <li>• present the data that the market needs to know and support the market to develop effective business plans</li> </ul> <p style="text-align: right;"><b>Equality Domains – Life, Health, Physical Security, Standard of Living</b></p>
<b>Social Care Health &amp; Housing</b>	<p><b>Homelessness Strategy 2015 – 2020</b></p> <p>Priority 1: Improve the provision of a range of housing options &amp; services to effectively prevent and reduce homelessness</p> <p>Priority 2: Increase Housing Supply to meet the accommodation and support needs of homeless people</p> <p>Priority 3: Reduce the use of temporary accommodation and bed and breakfast</p> <p>Priority 4: Minimise the impact of welfare reform, while assisting homeless people to access opportunities for employment, education and training, and support them to raise and meet their aspirations.</p> <p>Priority 5: Develop an integrated partnership approach to tackling homelessness</p> <p style="text-align: right;"><b>Equality Domains – Standard of Living, Productive Valued Activities</b></p>
<b>Social Care Health &amp; Housing</b>	<p><b>Housing Assistance Policy 2016</b></p> <p>The aim of this policy is to support residents to improve their health and wellbeing by addressing problems with substandard and/or unsuitable homes that do not meet individual needs. The Housing Assistance function has a role in supporting the wider adult social care prevention agenda; specifically, those aims of the Care Act 2014 to promote wellbeing, independence and prevent or delay care and support needs.</p> <p>This policy also supports the priorities of the Better Care Fund Plan for Central Bedfordshire. A key part of the plan is to promote independence, enabling people to remain in their own homes for as long as possible as well as helping to return people to their homes following a spell in hospital by providing the necessary and timely adaptations which help to reduce length of stay in hospital. This policy also provides assistance to remedy fall hazards in the home and to provide adaptations to allow safe access in and around the home.</p> <p style="text-align: right;"><b>Equality Domains – Life, Health, Physical Security, Standard of Living,</b></p>
<b>Social Care Health &amp; Housing</b>	<p><b>Let's Rent Homelessness Prevention Offer 2017</b></p> <p>The objectives of the Let's Rent scheme are to:</p> <ul style="list-style-type: none"> <li>• Prevent homelessness,</li> <li>• Increase the number of good quality affordable homes within the private sector,</li> <li>• Increase the availability of an alternative housing option to social housing,</li> <li>• Reduce the reliance on temporary accommodation,</li> </ul>

	<ul style="list-style-type: none"> <li>• Provide client choice and control, and</li> <li>• Support tenants and landlords to sustain tenancies.</li> </ul> <p>The Let's Rent products are options available for the Council to overcome the barriers faced by landlords to renting a property to a Let's Rent registered applicant. The products available for consideration are Rent deposit, Rent in advance, Rent guarantee, Rent top ups, Discretionary Housing Payment, Malicious damage insurance (future), Rent Arrears insurance (future), Lease agreement, and Private Sector Housing Assistance, although some products are in development at time of policy development.</p> <p style="text-align: right;"><b>Equality Domains – Health, Education, Standard of Living,</b></p>
<b>Social Care Health &amp; Housing</b>	<p><b>Empty Homes Strategy 2017 – 2022</b></p> <p>The overall aim of the Empty Homes Strategy is to bring long-term empty homes back into use. The strategy provides a framework for tackling the various issues associated with long-term empty homes in the private sector, in a cost-effective manner.</p> <p>The strategy sets out three objectives that will help build on the success of the last strategy so that empty homes will continue to be brought back in to use via a structured and fair approach. These three objectives are:</p> <ol style="list-style-type: none"> <li>1.To promote the Empty Homes service and raise awareness of empty homes issues,</li> <li>2.To maintain partnerships both within and outside the Council to deliver the empty homes agenda,</li> <li>3.To increase the supply of decent housing options for homeless and vulnerable households.</li> </ol> <p style="text-align: right;"><b>Equality Domains – Health, Education, Standard of Living</b></p>

### Priority 5: Creating Stronger Communities

We will work to build stronger local communities, providing a greater sense of place and participation in local affairs and services. This will help create greater resilience and reduce social isolation. People will be supported to help themselves and others. Residents of all ages and organisations, such as Town and Parish Councils will have opportunity to do more – on either a voluntary or a paid basis. We are particularly keen to draw on the skills of our older residents to support their community and build social infrastructure, promoting social inclusion.

Community spirit will be high and the skills of residents will have grown.

<b>Directorate</b>	<b>Summary of Objectives</b>
<b>Regeneration &amp; Business</b>	<p><b>Neighbourhood Planning</b></p> <p>Neighbourhood Plans can establish a vision for an area along with general planning policies relating to the development and use of land in a neighbourhood. They should be about local issues and should focus on guiding development rather than stopping it. If 'made' a Neighbourhood Plan will become a statutory plan and be used in making decisions on planning applications.</p> <p style="text-align: right;"><b>Equality Domains – Standard of Living, Participation, Influence and Voice</b></p>

<b>Children's Services</b>	<p><b>Community Engagement Strategy 2013 – 16</b> The strategy has five key principles:</p> <ul style="list-style-type: none"> <li>• Supporting local people to engage, inform and influence decisions to help shape their communities.</li> <li>• Enabling Ward Councillors to be leaders in and for their communities.</li> <li>• Enhancing the role of town and parish councils.</li> <li>• Enabling more services to be delivered locally.</li> <li>• Enabling employers to thrive and play an active role in their local community.</li> </ul> <p style="text-align: right;"><b>Equality Domains – Standard of Living, Participation, Influence and Voice</b></p>
<b>Children's Services</b>	<p><b>Advice Strategy 2016 – 2019</b> The overall quality of life of local residents will be enhanced by people being able to get the BEST quality information and advice that they want, when they want it, and how they want it. Local information and advice services must be:</p> <ul style="list-style-type: none"> <li>• Built up and planned in a coordinated manner – using collaborative, partnership working across the voluntary and community and public sectors</li> <li>• Embedded with a commitment to equalities – with services available to the whole community, and supporting vulnerable, marginalised or disadvantaged people and communities</li> <li>• Supplied free at the point of delivery - to avoid barriers in accessing advice and to promote social inclusion</li> <li>• Tailored to meet the diverse needs in the community – using a multi-channel approach to provide services in different ways and at different levels</li> </ul> <p style="text-align: right;"><b>Equality Domains – Standard of Living, Individual Family and Social Life</b></p>
<b>Whole Council</b>	<p><b>Helping Residents Deal with Welfare Reform</b> 1) Helping people back to work and those in low pay to progress – improving skill levels, suitable jobs at all levels, reducing barriers to employment and training 2) Help with Housing – helping financially, helping to stop homelessness, keeping homes safe and warm, make more homes available 3) build resilience – help with paying council bills, providing information, advice and advocacy skills</p> <p style="text-align: right;"><b>Equality Domains – Standard of Living, Individual Family and Social Life</b></p>
<b>Community Services</b>	<p><b>Community Safety Partnership Priorities 2016 – 2019</b></p> <ul style="list-style-type: none"> <li>• <b>Protecting the Vulnerable</b> – specially from modern day slavery, trafficking of human beings, Prevent and child sexual exploitation.</li> <li>• <b>Dealing with Domestic Abuse</b> – specially supporting black and ethnic minority groups, under 18's and medium risk victims.</li> <li>• <b>Protecting our Communities</b> – specially dealing with street drinkers and nuisance motorcycles.</li> </ul>

	<p>The Community Safety Partnership (CSP) is continuing the approach to look at priorities on the ‘hidden harms’ that affect residents and communities. The term “hidden harm” describes the experiences of people affected by substance misuse, abuse, modern day slavery and exploitation.</p> <p><b>Equality Domains – Life, Physical Security, Legal security, Standard of Living, Productive Valued Activities, Individual Family and Social Life,</b></p>
<b>Community Services</b>	<p><b>Hate Crime Strategy 2016</b></p> <ul style="list-style-type: none"> <li>• <b>prevent</b> hate crime from occurring through education, early help and intervention, challenging attitudes which underpin prejudice and acting quickly to deal with issues and tensions before they escalate in seriousness.</li> <li>• raise <b>awareness</b> of hate crime - how to report it and what support is available to victims including training officers, increasing third party reporting provision and enhancing the support available.</li> <li>• improve our <b>operational responses</b> to hate crime when it occurs through swift and effective action, minimising repeat victimisation and dealing effectively with offenders.</li> </ul> <p><b>Equality Domains – Life, Physical Security, Legal security, Standard of Living, Identity, Expression and Self-Respect</b></p>
<b>Community Services</b>	<p><b>CCTV Review 2017</b></p> <p>Agreed that the Council invests in a new multi-functional CCTV control room at Priory House, procures new HD cameras utilising wireless technology to improve image quality and reduce signal transmission costs, whilst also offering other complimentary services to generate whole Council efficiencies and increase income.</p> <p><b>Equality Domains – Life, Physical Security,</b></p>

## Priority 6: An Efficient and Responsive Council

We will continue to be focused on cost effectiveness and efficiency in all that we do, and for this to be recognised by our residents. We will continue to focus on outcomes rather than process. We will make the most of opportunities to create value from trading, from growing, and from working across the public and private sectors to deliver great solutions for our residents.

<b>Directorate</b>	<b>Summary of Objectives</b>
	<p><b>Customer Strategy 2014</b></p> <p>The Council’s aim is to create an excellent experience of the Council for all residents by putting the customer at the heart of everything the Council does. To deliver on that aim, in implementing this strategy the Council will:</p> <ul style="list-style-type: none"> <li>• Be evidence led – our services will be informed by customer insight.</li> <li>• Be joined up in our approach – anticipating customer needs across the Council and the wider public sector.</li> <li>• Be inclusive – nobody will be disadvantaged if they cannot or choose not to use digital services.</li> </ul>

- Enhance all our channels - so they are easy and a pleasure to use.
- Innovate – exploiting technology creatively and in line with customer preferences (e.g. mobile ready and interactive).
- Keep it simple – creating processes that avoid unnecessary or duplicated effort on the part of customers and of staff.
- Empower our staff – to take ownership and make decisions
- Be proactive with our customers – keeping them informed and engaged through their journey of contact with us.

The new telephony and work force management systems will have the following functionality to improve access for customers.

- Simplifying the numbers to contact the council
- Rationalising the opening hours to ensure we have maximum resource at our busiest time (e.g. over lunch times)
- Optimising staff availability
- Implementing a call recording package to ensure we can check quality and identify training.
- Offering a customer the option of a call back (keeping the same place in the queue)
- Offering a customer survey on the back of each call.
- Guiding customers to less expensive channels (where appropriate).

**Equality Domains – Standard of Living, Productive Valued Activities, Individual Family and Social Life**

