

## Report for Resolution

**Report to** Executive  
22 July 2009  
**Report of** Policy and Performance Team  
**Subject** Disability Equality Scheme

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### Purpose

To present the draft Disability Equality Scheme for Norwich City Council 2010-2013 for approval

### Recommendations

That the Executive review and approve the scheme for publication.

### Financial Consequences

The financial consequences of this report are N/A

### Risk Assessment

The Scheme is a statutory requirement, and is time limited in its application. It has reputational implications if it isn't published, and has wide ranging action points which impact upon the council and its relationship with disabled residents in Norwich.

### Strategic Priority and Outcome/Service Priorities

The report helps to meet the strategic priority "Opportunities for all – communities to be able to access the wide range of services in the city provided by the Council" and the service plan priority OA3 'Improved Accessibility of Services'.

**Executive Member:** Councillor Waters - Corporate Resources and Governance

**Ward:** All Wards

### Contact Officers

Phil Shreeve, Policy and Performance Manager	01603 212356
Nadia Aman, Policy Officer	01603 212368

### Background Documents

None

## **Report**

### **Disability Equality Scheme 2010-2013**

#### **Context:**

1. It is a statutory requirement to undertake equality schemes every three years for Race, Gender and Disability. Enclosed is a draft of the Disability Equality Scheme due for publication by December 2009.
2. The scheme consists of feedback from a series of consultations undertaken with both internal and external disabled stakeholders, as well as new action points or updates from heads of service.
3. The Disability Equality Scheme of 2007 came under heavy scrutiny and criticism from the Norfolk Coalition of Disabled People. The new scheme seeks to address issues raised as well as renew efforts to engage with the disabled community and the equalities agenda in general.
4. Please also note that although this scheme is required to last three years, it will be incorporated into a new Single Equality Scheme in 2011 by which time the Single Equality Bill will become an Act of Parliament.

#### **Equalities at Norwich City Council so far:**

5. Norwich City Council has achieved Level 2 of the Equality Standard in March 2009 and has a programme in place to attain the 'Achieving' Level of the new framework by March 2011.
6. The equalities agenda is overseen and led by the Sponsorship Equalities Group chaired by the Chief Executive.
7. Equality impact assessments are being produced across the organisation; ensuring that service managers consider equalities in the development and implementation of policies in their departments.
8. This process is supported by diversity champions who in turn receive regular training at internal workshops.
9. Recent equality impact assessments included feedback from consultation with stakeholders such as the Norwich Access Group.

#### **Key points to note about the scheme:**

10. Norwich City Council is making a commitment to the social model of disability
11. The equality scheme consultation has been undertaken with disabled employees and residents of Norwich.
12. A request was made by participants to lower the counter at the customer contact area.

13. Mental health awareness has been raised as a general concern for employees and residents of Norwich.
14. Although there are forty eight action points, some are from 2007-2009 (which we have a statutory duty to report progress on) others are newly formed as a direct result of consultation with stakeholders.



**NORWICH**  
City Council

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Disability equality scheme 2009-2011  
Draft V1 June 2009  
Nadia Aman  
Policy Officer  
X 2368

DRAFT



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## **Foreword**

Norwich City Council is pleased to present this, the Disability equality scheme to be established between 2010 and 2013.

Norwich is a vibrant, diverse and growing community, and the council recognises its responsibility to take leadership within the community by promoting equality of opportunity and eliminating discrimination or harassment for anyone in the community.

This scheme demonstrates our commitment to the disabled people of Norwich, visitors and residents alike to remove barriers preventing people from participating in the life of the city.

## **1. Introduction**

1.1 Norwich City Council is committed to treating people as individuals and valuing the different contributions each of us can make to society. We will seek to take this approach:

- as a community leader
- as a provider of services
- as an employer.

1.2 The council's vision is 'to make Norwich a world class city in which to live, work, learn and visit.'

1.3 The Disability equality scheme will contribute to this vision as part of Norwich City Council's overall Comprehensive diversity strategy. The scheme explains how we will meet our disability equality duty, including general and specific duties.

1.4 At Norwich City Council, we will ensure that we are proactive in the fair treatment of all people living in Norwich, and encourage a culture of inclusiveness both as an employer and as a community leader. Furthermore we are committed to the elimination of discrimination against and harassment of disabled people.

## **2. Legal framework**

2.1 This scheme is set within the context of the following legislation, which guides our actions.

The Disability Discrimination Act (1995)

Human Rights Act (1998)

Disability Discrimination Act (2005)

The disability discrimination act of 2005 requires that public authorities take a proactive approach to equality, as outlined below:

### **2.2 General duty**

- To promote equality of opportunity between disabled people and other people in society.



- To eliminate unlawful discrimination.
- To eliminate harassment related to disability.
- To promote positive attitudes.
- To encourage participation in public life.
- To take steps to ensure equality of opportunity by 'favourable' treatment where appropriate.

### 2.3 Specific duty

- To involve disabled people in the design and improvement of services.
- To publish a Disability equality scheme with clear action points.
- To carry out impact assessments on all strategies, policies and practice.

## 3. How we intend to fulfil the general duty

3.1 The council will fulfil the general duty by regularly reviewing and updating its disability equality scheme, by carrying out impact assessments across the organisation, and by including equality objectives in departmental service plans. This way the development and delivery of services must include consideration of disabled service users needs, and identify potential barriers and rectify the circumstances at an early stage.

3.2 All the above will inform the strategic decision making process both in the development of the corporate plan and the sustainable community strategy.

## 4. Impact assessments

4.1 Impact assessments take a holistic approach to identifying and rectifying the potential for indirect discrimination in policies and functions in our daily work. As such it is important that each service area carries out their assessments and seeks to achieve equalities objectives identified.

4.2 Norwich City Council has a three year programme of impact assessments (2009-11) available on the website, there are diversity champions across the organisation, and a sponsorship equalities group which quality checks and reviews assessments as they are completed. The monitoring of progress is also undertaken by the performance management improvement board (PMIB).

4.3 There is a diversity impact assessment (DIA) toolkit for use in conjunction with a consultation toolkit and diversity monitoring guidance, all of which are available via the intranet for service managers and diversity champions to refer to as needed.

## **5. Statistics and population**

### **5.1 The national picture**

The DWP estimates that there are currently 10 million disabled people in the U.K, 4.6 million of who are over 65. This means that one in four households has a disabled member, and one in five people have a disability.

The Joseph Rowntree Foundation in their recent study 'Monitoring poverty and social exclusion' (Dec 2008) noted that the proportion of people with the given work limiting disability status (aged 25-50) who lack but want paid work in England is 22 per cent compared to 6 per cent of non disabled peers.

5.2 The proportion of people who defined themselves as having a limiting long term illness in the 2001 national census:

	<b>All%</b>	<b>Working Age %</b>
<b>England</b>	17.93	13.56
<b>East of England</b>	16.21	11.4
<b>Norfolk</b>	19.36	13.83
<b>Norwich</b>	<b>19.4</b>	<b>14.5</b>

Norwich has a higher proportion of people who describe themselves as having a limiting long term illness than in England overall. This has implications regarding a wide range of issues such as healthcare, transport, and worklessness.

5.3 The proportion of people who were claiming benefits relating to disability in August 2007:

	<b>Incapacity and SDA%</b>	<b>DLA%</b>
<b>England</b>	4.24	4.65
<b>East of England</b>	3.19	3.68
<b>Norwich</b>	<b>5.25</b>	<b>4.97</b>

5.4 The proportion of people of working age (16-59) who were claiming benefits relating to disability in August 2007:

	<b>Incapacity and SDA%</b>	<b>DLA%</b>
<b>England</b>	7.3	4.8
<b>East of England</b>	5.6	3.9
<b>Norwich</b>	<b>9.1</b>	<b>5.8</b>

Norwich has a higher proportion of people claiming disability related benefits than in England overall.

5.5 Respondents from the place survey (Norwich, 2008/9) indicated that proportionately, (8.2 per cent) disabled people were less likely to want improvements to job prospects as opposed to the general population (15.6 per cent). This is a relatively small sample of people in the Norwich area, so may not be of statistical significance.

5.6 Bearing in mind the Joseph Rowntree Foundation statistics on the percentage of disabled people identified as striving to be in work, it is evident that more needs to be done in Norwich to encourage and support disabled people into employment.

## **6. Social model of disability**

6.1 Norwich City Council understands that the medical model of disability limits perceptions of the day to day lives of disabled people. We are committed to the social model, recognising that how others perceive disabled people causes attitudinal, physical, and environmental barriers which prevent disabled people from actively participating in society and what Norwich has to offer.

6.2 In addressing these barriers, Norwich City Council will take into account the needs of disabled people, and promote equality of opportunity and eliminate discrimination in an effective and relevant manner.

## **7. Norwich City Council as an employer**

### **7.1 From the recruitment policy**

7.1.1 Employees will be recruited on the basis of their qualifications and experience, regardless of gender, marital status, creed, colour, race, ethnic origin, sexual orientation, nationality, age, disability, religion or belief or trade union membership. In view of this, managers must adhere to the equal opportunities policy and be rigorous in the application of this policy and the recruitment guidelines throughout all stages of the recruitment and selection process. Regular workforce analysis will support and audit this and ensure the diversity of our workforce reflect the diversity of our community. HR, managers and all employees will actively promote Norwich City Council as an equal opportunities employer.

7.1.2 Disabled candidates will not be treated less favourably than others for a reason relating to their disability. All disabled applicants who appear to meet the minimum criteria outlined in the person specification will be guaranteed an interview. Reasonable adjustments and any necessary arrangements will be made to enable disabled candidates to attend interviews, assessment and to take up an offer of employment.

7.1.3 Job applicants will be asked to disclose information regarding gender, marital status, creed, colour, race, ethnic origin, sexual orientation, nationality, age, disability, religion or belief or trade union membership for monitoring purposes. This information will only be used for monitoring our recruitment and selection processes, and will not be shared with recruiting managers.

7.1.4 The council may at times undertake positive action in recruitment to improve the diversity of its workforce and improve employment rates of under represented groups compared to the diversity of the local community.

## 7.2 Monitoring the workforce

Monthly information is produced for the head of HR and the deputy chief executive to identify any trends in the diversity of the workforce. BVPI's set targets and monitors progress for the percentage of disabled employees which should reflect the proportion of the local community who describe themselves as disabled. HR incorporates performance in these areas into their service plan and is producing a detailed action plan to improve diversity of the workforce where the targets are not being met.

## 7.3 Voluntary sector

We have employees working for the council through the Shaw Trust foundation. In addition we offer a number of work experience opportunities to organisations such as Meridian East, helping people with long term mental health disabilities back into the work place. On occasion this has eventually led to paid employment.

## 7.4 Retention

The council's occupational health service recommends any adaptations or adjustments a disabled employee may need for them to take up or continue in their role. These recommendations are followed and where necessary specialist equipment provided. Should the amount of change become unreasonable, occupational health may recommend the employee is offered the chance to be redeployed into a more suitable post. This is achieved through the council's staff transfer policy.

7.5 All employees who become disabled at any time during their employment are asked to complete and record this on the personal details of their workforce online record. A reminder is sent out periodically asking employees to revisit their personal information and update it. Support is offered through the well being co-ordinator and occupational health.

7.6 We are in the top quartile for the number of disabled staff employed at Norwich City Council which is 11.1 per cent as of the end of 2008. Although this means that as an employer we are leading the way, we have set a target of 15.46 per cent which is the proportion of people of working age who describe themselves as having a limiting long term illness.

## **8 Consulting disabled employees**

8.1 A consultation was held with disabled employees in November 2008 asking what Norwich City Council was like as an employer, as well as identifying issues to be included in the disability scheme as outlined below:

- The general view compared to employment elsewhere was positive, and it was noted that a number of employees developed disabilities while employed by the council.
- Although members of the consultation group felt that the council made positive adjustments, it was also noted that more needed to be done on an individual basis, both by managers and for individual employees.
- There were also concerns raised about hidden disabilities, which might not be declared by staff worried about attitudes towards them.
- It was therefore agreed that the general perception of disability amongst employers therefore still needed some development and improvement so that people felt safer about disclosing their disability.

Forum requests:		Council response:
1.	The sickness scheme should be reviewed as a matter of urgency, particularly stage 1.	This is currently under review by the HR operations manager. Training for management will also be reviewed to ensure that they are aware of appropriate measures.
2.	The social model of disability should be adopted by Norwich City Council	This will be in the disability equality scheme refresh
3.	There needs to be awareness-raising on hidden disabilities, particularly with regards to mental health issues.	We are exploring the possibility of bringing in external voluntary sector agencies to discuss issues at team meetings to consolidate training.
4	Monitoring limiting long term sickness should be done with flexibility and adjustments made incrementally according to the individuals	The HR and learning service supports this function, and managers

	needs.	<p>receive appropriate training.</p> <p>The council engages with an independent provider of occupational health as advice as well as the Shaw Trust and Access to Work to ensure support is accessed appropriately.</p>
5.	Monitoring of developing disabilities whilst in employment is not undertaken effectively.	Monitoring systems are being developed currently.
6.	Need to tackle the insensitivity of individuals.	<p>Diversity awareness training is going to be rolled out across the organisation, with:</p> <p>computer based learning,</p> <p>external agencies training</p> <p>Team meeting refreshes.</p>
7.	Creating a level playing field isn't just about training, it is about changing attitudes and responding to individual need.	<p>...which is why the well being function is recognised as valuable across the organisation, and the new sponsorship group is headed by the chief executive.</p>
8.	Managers need support, training and guidance on managing staff with disabilities effectively.	The HR manager and the organisational development team leader

		will be reviewing what developments are required, and the sponsorship equalities group will follow up the results.
9.	Well being and relaxation training for all would benefit the whole organisation.	Relaxation and well being classes are regularly offered and available to all.
10.	The forum should continue in its current form to address issues in the council.	It has been resolved to meet quarterly.

## 8.2 NCODP consultation

In March 2009, a series of workshops were held at the request of Norwich City Council by the Norfolk Coalition of Disabled People, a human-rights group controlled by disabled people and their organisations working for the social equality and dignity of disabled people. Below are recommendations made by participants, with the council response alongside each one.

Response to NCODP Recommendations May 2009		
	Recommendation:	NCC Response:
1.	Review the DES and action plan ensuring it is up to date.	The disability equality scheme has been refreshed and updated, with its development informed by the consultation with disabled people in Norwich.
2.	Develop a terms of reference for the equalities reference group.	The equalities forum will hold its first meeting in June 2009. Members of the NCODP consultation have been invited to contribute to the group.
3.	Develop a rolling training programme to improve staff	Diversity training on all the equality strands is due to be rolled out



	disability awareness (including mental and sensory) and review how this is included in induction programmes.	in 2009. There will be a review of training once this has been undertaken in order to ensure key principles and duties were adequately established and understood by staff. The induction programme was refreshed in late 2008 to expand and include more diversity awareness and public duty information.
4.	Review human resources policies and procedures to ensure disability equality in recruitment, training and retention.	Please refer to the disability equality scheme action plan at the end of this document.
5.	Employ an access officer	We will commit to undertaking a benchmarking exercise on access issues within councils around the country to identify best practice and consider what will suit the needs of Norwich City Council, and report back on options by May 2012.
6.	Bring back the one stop shop (need to be accessible, visible and advertised widely).	Norwich City Council recognises that the focus on city centre activities can sometimes leave established communities feeling underrepresented. As a result we have developed neighbourhood based multi-agency initiatives such as the Norman Centre. We will consider where best to roll out this highly successful model of practice and report back on options by May 2012. In the meantime we will strive to improve signposting across the organisation.
7.	Review the Choice Based Lettings scheme to ensure accessibility, equality of opportunity in the bidding process.	The Choice Based Letting scheme is run by three councils. It is due to undergo a review by November 2009, and these recommendations have been submitted to the partnership which is already preparing to revisit the accessibility of the software programme.
8.	Improve communication with residents to ensure that all residents are made more aware of the needs of disabled people.	This is a long term commitment which will be led on by our communications team. The disability equality scheme action plan commits the team to a range of activities which will begin this

		process.
9.	Ensure effective processes are in place to monitor commitments related to the Multi Agency Protocol on hate crime.	Norwich City Council currently has robust systems in place recording the reporting of hate incidents, including disablist hate incidents. Furthermore, the launch of the new Multi Agency Protocol in June 2009 includes more accessible and disabled related incident reporting forms.
10.	Issue guidelines for staff and residents regarding appropriate use of language.	Please refer to the disability equality scheme action plan at the end of this document.
11.	Contracts with service providers should include a clause with reference to disability equality to ensure providers meet expected standards	Please refer to the disability equality scheme action plan at the end of this document.
12.	Develop a plan outlining how staff, councillors and disabled people can better interact (example: work visits and shadowing initiative).	Please refer to the disability equality scheme action plan at the end of this document.
13.	Design consultation methods that ensure disabled people are informed about the issues followed by effective and transparent processes of engagement.	Norwich City Council has made progress in consulting with and including the community regarding its activities. There is now a formal corporate consultation group which standardises and recommends consultation methods to departments, overseeing the process. There is also the equalities forum due to be set up in June 2009 (see point 2).
14.	Link up bus transport to improve access to swimming and leisure facilities.	A request to Norfolk County Council who leads on transportation in the area has been agreed in the disability equality scheme action plan.
15.	Improvements at City Hall: <ul style="list-style-type: none"> <li>• helpdesk counters need to be made accessible</li> <li>• improve accessibility of the enquiries telephone system</li> <li>• improve access to the housing enquiries queuing</li> </ul>	Please refer to the disability equality scheme action plan at the end of this document.

	system (eg visiting officer and allow the option to make appointments) <ul style="list-style-type: none"> <li>• provide interview rooms with loop systems and provision of communication support eg BSL</li> </ul>	
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## 9. Evidence of good practice at Norwich City Council

### 9.1 The LEGI programme working with Meridian East

Working in partnership with Meridian East, we are facilitating the delivery of the 'Talent together' project, which provides specialised and intensive support to people who might otherwise not be able to access mainstream provision of services but experience barriers to work. This service recognises the barriers to work that some disabled people may face, whether social, personal, situational or generic. It is a proactive service which seeks to promote equality of opportunity in the workplace, and support individuals to be confident in their skills and abilities.

### 9.2 Disabled Go

Norwich City Council funds the organisation Disabled Go to review in detail the accessibility of buildings in and around Norwich, not just council buildings but those which offer cultural, leisure and social activities, privately owned, and across the sectors.

This not only informs disabled people about the accessibility of buildings in the area, but also businesses about what improvements they can make to their services in order to maximise their customer base. Disabled Go hold an annual steering group meeting with disabled people of Norwich to discuss what priorities and issues there are in the area, and officers are represented in case the council has any action points to consider.

More evidence of services taking into account the needs of disabled people can be found in detail in the disability equality action plan.

## **10. Procurement and partnership**

10.1 The disability equality duty also applies to the procurement of services. Where a contractor is carrying out a public function on our behalf the legal liability for the disability duty in relation to that function remains with us.

10.2 Where a partnership is a separate, legal identity and a public function is not undertaken, partners are not collectively bound by the disability equality duty unless they themselves are a public authority. However, we at Norwich City Council are still responsible for meeting our general and specific duties when working with a partner. Therefore any partnership entered into must take into consideration the equality objectives and obligations of the city council.

## **11. Monitoring**

11.1 The council has in place a customer relationship management system which enables us to monitor and track customer contact across all areas of the authority. For example, we have introduced a new flagging system so that employees visiting or writing to customers with a hearing or visual impairment are aware of particular requirements and can send information or arrange for a BSL interpreter as appropriate. This will help us to ensure an equal service to all members of the public and also that service provision is meeting the needs of all sections of the community.

11.2 As a matter of routine, we will ask customers contacting us whether they have a disability and whether they have any particular requirements, in order to inform the development of services, and ensure that it is fair and accessible.

11.3 There is also a diverse range of ways in which to get in touch with us with a complaint, comment or compliment. Please see contact details at the front of this document, or alternatively check our website on [www.norwich.gov.uk](http://www.norwich.gov.uk).

11.4 Progress on the action plan will be reported on annually. In recognition of the new single equality bill soon to be an Act, Norwich City Council will be producing a single equality scheme for all the protected characteristics identified in the bill. We understand concerns raised about the potential dilution of key issues for various communities and commit to addressing the needs and issues unique to Norwich. We will ensure the action plan will reflect the diverse needs of the population of Norwich.

12. The disability equality scheme action point is outlined below, highlighted in yellow are new action points, all others are progress reports from the previous scheme.

Disability equality scheme action points 2010-13						
Action	Service area	Outcome	Time frame	Progress	What we plan to do	
	Elimination of discrimination					
1	Website front page to include one click link to email customer contact address.	Head of communications and culture	Disabled people are enabled to actively use council services	Apr-10		There are currently several ways in which to contact us listed on the front page of the website. We will investigate whether it is possible to click onto an email shortcut once a benchmarking exercise on best practice has been undertaken.
2	Style guide clarifies guidance on making information more accessible to the visually impaired, dyslexic and in plain language.	Head of communications and culture	Disabled people are enabled to actively use council services	Apr-10		We will include additional guidance in the style guide for staff to ensure that information relayed to the public is as accessible for as many people as possible.
3	Rolling review of all council publications/leaflets	Head of communications and culture	Disabled people are enabled to actively use council services	Ongoing	Chatterbox, large print, Braille and audio – Citizen. Design of pages reviewed for accessibility of colour.	

<b>4</b>	1. Review current content and identify areas for improvement 2. Seek external consultation on accessibility 3. Make online forms more widely available	Head of communications and culture	Disabled people are enabled to actively use council services	<b>Spring 2008</b>	The new web page templates have been designed to implement the WAI WCAG 1.0 guidelines, and tested using TAW, and the Firefox Accessibility toolbar	Work is ongoing to correct invalid mark-up in the content on the site. Explore the potential to add features such as Browsealoud, text only etc if the website is recommissioned. Obtain a report from Steria on how we currently comply with the W3C guidelines.
<b>5</b>	<b>Ensure that the Choice Based Letting system computer in City Hall has software making it accessible to visually impaired.</b>	Head of housing management	Disabled people are not excluded from using public facilities	<b>Apr-10</b>		<b>We will investigate options with partner organisations and potentially invest in a new software upgrade to improve accessibility for visually impaired people as required.</b>
<b>6</b>	<b>Advertise services and news in local disabled people's newsletters</b>	Head of communications and culture	Disabled people receive information that is accessible and relevant to their needs.	<b>Jun-09</b>		<b>We will send out press releases to local groups for disabled people by adding them to our media mailing list and requesting information to be included in newsletters.</b>
<b>7</b>	<b>Visit local disabled groups to update them on council activities.</b>	All council departments	Disabled people receive information that is accessible and relevant to their needs.	<b>Apr-11</b>		<b>We will consider options regarding consultation methodology when the consultation strategy has had sufficient time to be embedded across the organisation.</b>

<b>8</b>	Plan a series of activities which dispel myths and demonstrate council responsibilities.	Head of communications and culture	Disabled people receive information that is accessible and relevant to their needs.	<b>Jul-09</b>		Employees can access courses on plain English and there is guidance on use of language. We will promote the use of the courses and resources internally through the council magazine.
<b>9</b>	Lowering one counter at customer services area in City Hall for wheel chair users.	Head of asset and city management	Disabled people are not excluded from using public facilities.	<b>Apr-11</b>	So far, both City Hall and the neighbourhood offices have undergone improved accessibility work programmes.	A long term strategy will be developed by the premises review group once a comprehensive study has been undertaken on refurbishment at City Hall. Accessibility of the reception desk needs further investigation.
	Lowering one counter at customer services area in City Hall for wheel chair users.	Head of customer contact	Disabled people are not excluded from using public facilities.	<b>Apr-11</b>	Currently, wheelchair users are given the option to use an interview room as required, rather than conduct their business at a counter.	An investigation of demand will take place. Further training of counter staff and highlighting the availability of interview rooms will also take place.
<b>10</b>	Check the loop system in the meeting rooms more regularly and train staff adequately on their use.	Head of asset and city management	Disabled people can actively participate in public life.	<b>Apr-10</b>	Regular service check already in place	Ask committee team if they require additional training
<b>11</b>	Review and demonstrate the accessibility of neighbourhood offices.	Head of asset and city management	Disabled people are not excluded from using public facilities.	<b>April 2013</b>	A work programme has been prepared and available funding is to be sourced.	Once funding is made available, various minor alterations will be made to maximise accessibility for the public in all council buildings.

<b>12</b>	Rolling programme of diversity awareness training.	Head of human resources	Issues faced by disabled people are adequately understood and responded to by public authority staff.	<b>Apr-09</b>	1. Online basic diversity awareness training to be rolled out. 2. Frontline staff, team leaders and managers to receive additional awareness training, and team meetings to invite external agencies to raise awareness of various equalities issues.	
<b>13</b>	Instigate targeted training programme.	Head of human resources	Issues faced by disabled people are adequately understood and responded to by public authority staff.	<b>Apr-09</b>	Four tiers of training includes in depth knowledge of statutory requirements for managers and diversity champions as well as the sponsorship equalities group, the equalities project team and members.	
<b>14</b>	Ensure that contracts include clauses on equality, training and public duties, as well as monitoring each contract for compliance.	Head of procurement and service improvement	Issues faced by disabled people are adequately understood and responded to by partners and contractors.	<b>Nov-09</b>	1. Rolling programme to review existing contracts. 2. Develop checklist for all future contracts	Contracts decision makers will receive support and information on equalities duties as well as a procurement checklist for reference.
<b>15</b>	1. Customer services to coordinate and review all customer satisfaction surveys 2. Data monitoring on Comino is standardised 3.	Head of customer contact	Norwich City Council knows its community and people's needs within it.	<b>Oct-08</b>	1. Diversity monitoring standardised Oct 08 2. Training of customer contact teams complete Nov 08	



	Customer contact team are trained to ask diversity questions appropriately.					
16	1. Staff survey includes questions related to disability 2. Consultation with employees	Head of human resources	Better informed employers able to make reasonable adjustments.	Nov-08	Staff survey analysis undertaken annually. First disabled staff forum held, with a resolution to meet quarterly.	
17	<b>Ensure that employee absence policy and practice is not discriminatory against disabled staff</b>	Head of human resources	<b>Best practice improves staff well being and relations with management.</b>	<b>Aug-09</b>	<b>A new policy has been established and taken to the disabled staff forum for discussion early in 2009.</b>	<b>1. Publish impact assessment 2. provide separate guidance for managers and staff on disability</b>
	<b>Promoting equality of opportunity</b>					
18	Carry out a programme of diversity impact assessments on policies and functions	All council departments		2008-11	New sponsorship equalities group led by CEO overseeing process	

<b>19</b>	Removal of obstructions such as tables and chairs/A boards/cars parked on pavements through partnership working with local disability groups and businesses.	Head of transportation and landscape	Public spaces enjoyed by everyone.	<b>Apr-12</b>		A project plan has been proposed with cross departmental participation outlining consultation, impact assessment and enforcement activities around pavement obstruction.
<b>20</b>	Identify resources for full implementation of the streetscape manual.	Head of planning	Public spaces enjoyed by everyone without exclusion.	<b>Spring 2009</b>	Manual approved 2006 with the majority of action points implemented.	Please see action point 19 for outstanding issues.
<b>21</b>	Extend dropped crossings – 70 crossings to be adapted by 2008.	Head of transportation and landscape	Public spaces enjoyed by everyone.	<b>Ongoing</b>	So far have adapted 62 crossings. The council has also improved signal controlled pedestrian crossings in the city so that BVPI 165 (proportion of pedestrian crossings with facilities for disabled people) is now 100 per cent.	Further 60 to 70 dropped crossings. Currently the programme relies on requests and is therefore reactive. Will consult with NAG on auditing areas and undertaking street surveys, in order to take a more proactive and pre-emptive approach as necessary.
<b>22</b>	The steps opposite City Hall and by the market need better visibility.	Head of transportation and landscape	Public spaces enjoyed by everyone.	<b>Apr-11</b>	The current visibility markers at the steps opposite City Hall were consulted upon with disabled user groups.	An investigation regarding options will be undertaken with further consultation with disabled user groups.

<b>23</b>	Improve signage at City Hall and in the area housing offices so that it is in plainer language and has better contrast.	Head of communications and culture	Public spaces enjoyed by everyone.	<b>Apr-11</b>		There will be a review of signage as and when wear and tear require replacements. More will be undertaken with the refresh of systems in 18 months.
<b>24</b>	Improve signage in the city so that it is more accessible.	Head of transportation and landscape	Public spaces enjoyed by everyone.	<b>Apr-10</b>		Regarding 'Wayfinder' signage in the city centre: A benchmarking exercise will be undertaken to review best practice in other councils, and recommendations will be drawn up regarding contrast, visual representation such as pictures as well as whether it is possible to enlarge the print.
<b>25</b>	Better pavement, road and pedestrian crossing maintenance.	Head of citizen services	Public spaces enjoyed by everyone.	<b>ongoing</b>	All reports of broken glass on pavements are expected to be dealt with within 24 hours of notification. Response rates are	The support of the public through reporting problems with pavement obstructions online or by telephone to our customer contact team would be very helpful, as the resources to clear streets are limited. We are aware that outside of the city there are fewer resources and we litter pick the streets in the suburbs once every 8 weeks and mechanically sweep every 16 weeks.

<b>26</b>	Better pavement, road and pedestrian crossing maintenance.	Head of transportation and landscape	Public spaces enjoyed by everyone.	ongoing		The city centre and main roads are inspected 12 times per annum. All other roads – four times per annum except cul-de-sacs and minor pathways etc– which are inspected once a year.
<b>27</b>	Improve transport links to community leisure services such as riverside swimming pool and the Norman Centre.	Head of transportation and landscape	Public facilities and opportunities are accessible to all.	Jan -10		Public transportation is run by Norfolk County Council, we will write to them to let them know that this is an issue for people coming into the city to use sports and leisure facilities. We contribute to the door to door service available to disabled people in Norwich.
<b>28</b>	Parking - ensure that disabled parking spaces are not blocked by contractors and that blue badge spaces do not disappear.	Head of asset and city management	Shops and public facilities are accessible to all.	Apr-10		Already in place - the only situation where any space may be blocked and where enforcement action would not take place is in relation to an emergency situation.
<b>29</b>	Develop self referral scheme via council's website.	Head of housing management	The removal of barriers faced by disabled people to access public services.	Spring 2008	This will form part of the CBL work and the current work being undertaken on the council's website	

<b>30</b>	1. Investigate options for development of NCAS.	Head of housing management	The removal of barriers faced by disabled people to access public services.	<b>Autumn 2009</b>	Report to executive on 15.10.08 will seek approval for the development of NCAS, which will include the development of a marketing strategy.	
<b>31</b>	Partnership bid to housing corporation for six supported housing units for people with learning difficulties.	Head of housing management	The removal of barriers faced by disabled people to access public services.	<b>Spring 2011</b>	Planning permission sought for newly identified site. Partnership agency will then seek funding to develop project once site has been secured.	
<b>32</b>	1. Play strategy 2. Lottery bid for improved access to play for all children and young people.	Head of community services	The removal of barriers faced by disabled people to access public facilities.	<b>Jun-07</b>	Play strategy identifies access to play for excluded children and young people as a priority. Executive have recently allocated funding for a supported play facility in Catton for disabled children in partnership with NANSA.	
<b>33</b>	Implement sports strategy action plan	Head of communications and culture	The removal of barriers faced by disabled people to access public facilities.	<b>Annual action plan (2008/9)</b>	Evidence of increased sporting activity amongst disabled community members.	2008/2009 Sports Development action plan includes seven key actions including the formation of a Norwich disability sports forum to enable consultation with key stakeholders, the establishment of a swimming club for young people with disabilities, organise a gala, and launching the Norwich disability multi sports club.

34	Ensure organisations licensed to operate council owned community centres promote activities that are accessible to people with disabilities.	Head of community services	Participation in community activity increases, statutory duty regarding public functions undertaken.	Annual licence review	Community engagement team will as part of their role encourage community associations to widen the 'offer at community centres. However, capacity building will be required and the centres will in themselves need to be welcoming for disabled people which may require investment.	Review investment and capacity building to improve access to community centres.
35	Implement recommendations for play areas identified through the accessible play assessment	Head of asset and city management	Participation in community activity increases, statutory duty regarding public functions undertaken.	Sep-08	Where possible we will ensure that the play equipment is accessible by providing wide gates and hard surface areas (paths) to the play equipment.  As part of the council's play strategy we have targeted two organisations to receive funding for specialist play areas. They are The Hamlet Centre and NANSA.	
36	Monitor concessionary bus pass travel.	Head of transportation and landscape	More concessionary bus pass travel amongst the disabled.	Apr-08	2005/06: 13,513 total (including disabled) 2007/08: 2,821 disabled, 16,002 over 60 and 140 companion	Promotional activity in Citizen, Also provide financial support (£34k) to Norwich Door to Door – a charity providing specialist transport for the severely disabled - to enable reduced fares for users (not covered by con bus fares legislation).
Elimination of harassment						

<b>37</b>	Promote procedures for reporting hate crime against disabled people.	Head of community services	Promoting and ensuring community safety.	<b>2009</b>	1. Multi Agency Protocol partnership led by Norfolk County Council 2. Information pack to be developed by People First.	
<b>38</b>	Train frontline staff on what disability harassment is and how to respond and deal with it.	All council departments	Promoting and ensuring community safety.	<b>Sep-10</b>	The new Multi Agency Protocol emphasises understanding and reporting disablist hate crime and will be rolled out across the organisation once it is launched by the community cohesion network in June 2009.	
<b>39</b>	1. ASB hotline 2. Identify areas of improvement for Comino.	Head of community services	Promoting and ensuring community safety.	<b>Feb-08</b>	Awaiting launch of multi agency protocol.	
<b>40</b>	Review current procedure including public access.	Head of procurement and service improvement	Improving service standards.	<b>Oct-08</b>	New complaints procedure launched with diverse range of ways in which to contact the council and capture information. Monitoring to be undertaken from November 2008.	
<b>Promoting positive attitudes</b>						
<b>41</b>	Challenge discriminatory practice	Head of community services	Community is inclusive in activities and attitudes.	<b>Apr-08</b>	Community development officers challenge groups they are working with if they identify discriminatory practices. Capacity to do this will increase with the new community engagement officers.	

<b>42</b>	Include positive images of disabled people in council literature.	Head of communications and culture	Community is inclusive in activities and attitudes.	<b>Apr-10</b>		The council does have a policy of ensuring a breadth of representative groups. However, it recognises that more can be done and therefore will review it's photo bank and seek local photographs from local people where appropriate.
<b>43</b>	Diversity awareness training includes mental health awareness training.	Head of human resources	More disclosure of mental health issues by staff.	<b>Apr-09</b>	Diversity awareness and impact assessment training undertaken for managers in 2007. General diversity training programme devised and planned for 2009.	
<b>44</b>	<b>Discrete disability awareness training delivered by disabled people for staff with a focus on mental health awareness.</b>	Head of human resources	<b>Workforce is inclusive in attitudes and activities.</b>	<b>New</b>		<b>Diversity training will be undertaken across all seven strands in the organisation in 2009, any additional requirements will be identified and training needs reviewed as appropriate.</b>
	<b>Encourage participation in public life</b>					
<b>45</b>	Ensure that committees are accessible to community groups.	Head of legal and democratic services	Political leadership understands and consults disabled groups.	<b>Apr-10</b>	There are currently questions and petitions for councillors and committees, as well as access for local people to the community call for action. There is a clear consultation process in place.	The council will review and refresh the current process for submitting applications, emphasising equalities considerations. A checklist will be developed to ensure that action is taken. The council will review consultations and whether they are contacting the right people for feedback.



<b>46</b>	Open days or work-shadowing for disabled people and members of staff.	All council departments	The culture in the council is one of inclusiveness in decision making and understanding the community.	<b>Sep-10</b>		We will consider options regarding work placements as well as recruitment activities as and when opportunities arise.
<b>47</b>	Demonstrate member commitment to participation and equality for all.	Head of legal and democratic services	The culture in the council is one of inclusiveness in decision making and understanding the community.	<b>Apr-11</b>	Leadership comes from the portfolio holder for resources and governance who is a member of the executive. As equalities champion the councillor keeps updated on progress, keeps in touch with the actions of officers and the sponsorship equalities group and promotes the principles of the equalities duties.	There will be workshops held for members regarding equality and diversity and public authority duties in light of changing legislation. The decision making committee reports will include evidence of equality impact assessments undertaken through inclusion of equality objectives.
<b>48</b>	Review current contract of the Disabled Go website.	Policy and performance manager	More information publicly available on accessible buildings.	<b>Apr-08</b>	Contract renewed 25 new buildings to be reviewed per annum.	