



Business Plan 2009/12



Peter Aley: Assistant Director for Safer communities (Tel: 304321)

Written: May/June 2009

Review: Annual – starting March 2010

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Please contact 01752 304321

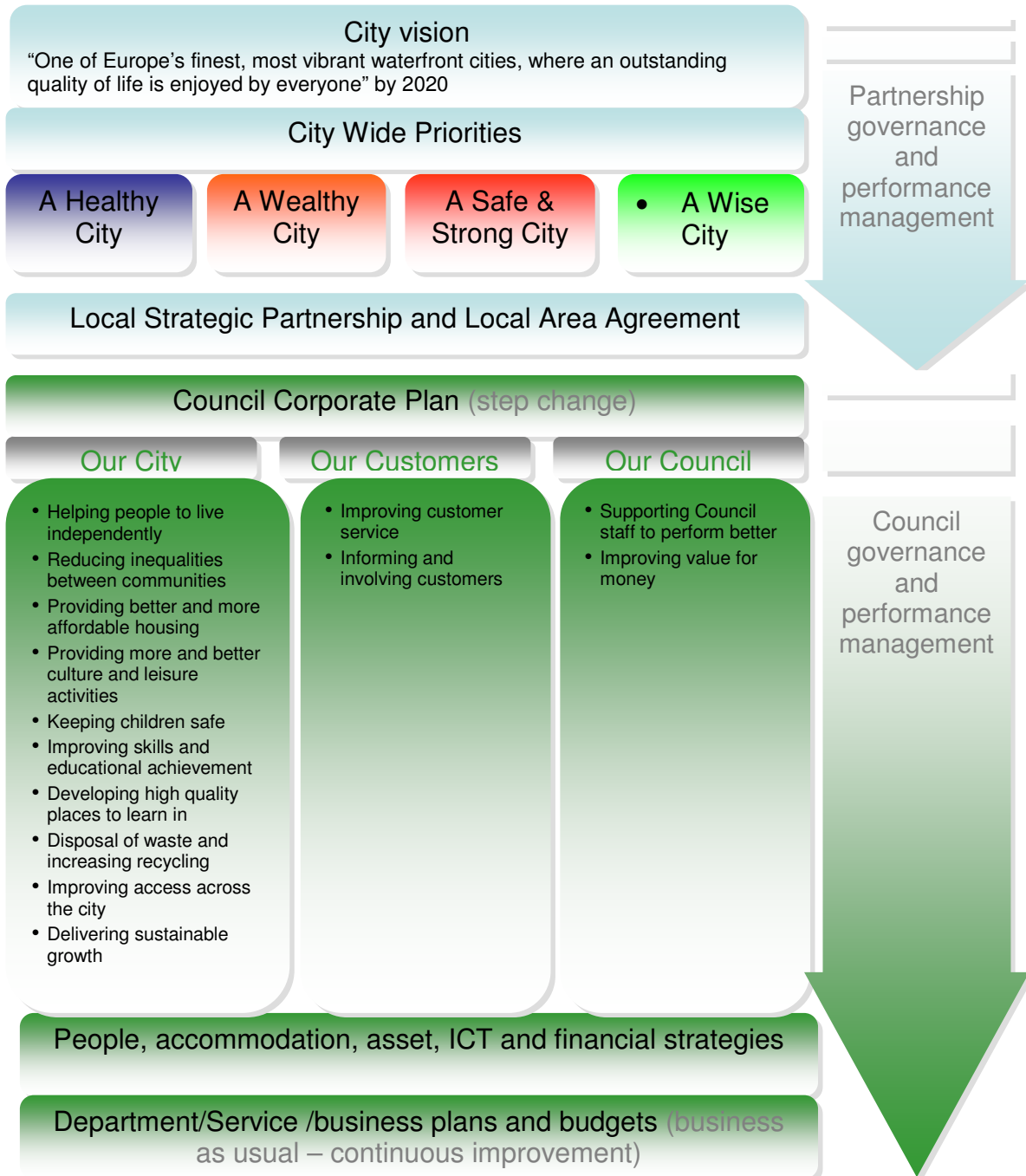


1. Our city and council vision

This is laid out in the table below which also shows how we intend to achieve this vision with our partners. By 2020 our city will be

- healthy – to both live and work in
- wealthy – creating and sharing prosperity
- safe – with a good environment, strong communities and low levels of crime
- wise – as a location for learning, achievement, leisure and aspiration.

and we are aiming to be an “excellent” council by 2012.



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2. Service Overview

Our service structure and profile is in Appendix A. We are part of the Safer Communities Service within the Community Services Directorate of our council. (See Appendix B for our role in the Departmental plan.)

We have lead and strategic responsibility for equality; diversity, community cohesion; community safety; financial and social inclusion. It is our role to lead and embed this across all our council policies, procedures, plans, functions and service delivery. We also work with our statutory partners and those in the third and private sectors to achieve the same across the city and where relevant region.

Translate Plymouth (our corporate interpretation and translation service) is part of our unit's operational service delivery. We work very closely with our diverse communities and their champions across all six equality strands.¹ As a team we facilitate their involvement in our directorates work ensuring that community engagement informs service delivery. We also problem solve directly with them in relation to community tensions and discriminatory incidents.

2.1. Our unit's vision

As a strategic business support unit, supporting both internal and external customers to deliver cultural and organisational change in relation to equality and diversity we are committed to valuing, promoting and celebrating equality, diversity and community cohesion.

Our role is to ensure that our residents, employees and visitors have equal access to high quality services and the right to live, learn and work, free from unlawful discrimination. We are determined to facilitate the Council's community leadership role in relation to our diverse communities.

By 2012, we intend to have played our part in making our council excellent by mainstreaming equality and diversity so it is at the heart of everything that we do. Achieving the excellence level of the Equality Framework for Local Government (EFLG)² will be our key means of achieving this high level ambition.

2.2. Our aims

In the four years since we established the SIU we have come a long way. We are now well placed to build on our recent council wide success of achieving level 3 of the Equality Standard for Local Government. This standard has been replaced by the EFLG and achieving the "excellence" by 2012 in this framework is a top aim.

Given the economic climate, while we have always aimed high through our award winning income maximisation work, we will now increase our focus on our widened financial inclusion actions.

Community safety, people getting on well and respecting each other, is vital to our overall ambitions for our city, council and partners. Community Cohesion and keeping community friction to a minimum is essential if Plymouth is to ensure outstanding quality of life for everyone. This is another one of our key focus areas.

To achieve these top three aims, we will need to undertake a range of actions. These are outlined in our action plan section on pages 10 and 11.

3. Where are we now?

In our last business action plan (2008/09) we had a total of 28 things we wanted to do. We achieved our three most crucial priorities and three others that made up our six top priorities. From the other 21 actions we achieved 17; 3 had "some slippage" and 1 "slipped" against the timelines and ambitions we set for ourselves. We have remedial actions in places for the 4 things we have left to do and are pleased that despite unexpected capacity issues we achieved at least 81% of all the things that we said we would.³



We also achieved Level 3 of the Equality Standard for Local Government (ESLG) five months ahead of our own target. According to the Price Waterhouse Copper benchmarking tool and Audit Commission information published in December 2008, this put us more than comfortably in the top half of all Local Authorities. There are only 24 authorities self reporting as being above us on level 4 and only 3 claim the top level 5 which will now be defined as “excellent”. Our significant progress has assisted in our overall improvements in the previous Comprehensive Performance Assessment rankings. ⁴ We intend to build on this under Comprehensive Area Assessment (CAA) and will especially focus on making equality and diversity improvements to our Adult Social Care (ASC) so it moves higher than the 2 out of 4 score where it has been for the last 3 years against the new measures. We will also assist in our push to ensure that our Revenues and Benefits gets back up to the 4 out of 4 position that it held in 2007 against the new CAA measures.

We have had several other key performance targets about our race equality scheme and our racist and homophobic reporting systems. Information about these are available either direct from inclusion@plymouth.gov.uk or on our website, see www.plymouth.gov.uk

3.1. Key achievements

Last year we undertook to extend our racist and homophobic reporting system that has been in place for four years to include faith/religion/belief; disability including learning disability and transphobic incidents. We achieved this. We also put in place a method to collect customer satisfaction rates on the corporate reports that we get. This year it was very high at 89%.

Last year we set stringent internal equality and diversity targets for ourselves and our departments. We are due to finalise our review in July 2009 and will take action if any are not on line.

We know that we have done exceptionally well in delivering the actions within our Disability Equality Scheme (DES); Gender Equality Scheme (GES) and our new Equality Scheme (ES). While some data is awaiting validation we already know that within our ES approximately 98% of actions are completed or on target. At the time of writing we are consulting on our ES and reporting on our achievements as per our last business plan in early July 2009.

With our DES the 4th quarter review showed that 57 actions have already been completed (80%); 10 were on target (14%); 3 have some slippage (4%) and 1 slipped (1%). This is currently out for consultation and further consideration.

Our GES 2007/08 monitoring confirmed that there are only 21 remaining actions from the original 33 meaning that it is already 37% complete by the start of 2008/09. In the last quarter of 2008/09 12 more actions had been completed (57%); 8 were on schedule (38%) and 1 had some slippage (5%).

We have overseen an impressive EIA programme in the last year. SIU have been pivotal in assisting their own and other departments exceeding their own challenging ambitions. We have completed a grand total of 110 EIA's (see below).

Department	Numbers completed by March 2009		
	Target	Achieved	%
Development	23	23	100
Community Services	42	56	134
Chief Executives	22	13	60
Children Services	8	8	100
Corporate Resources	8	10	125
Grand Total	103	110	107

Our Translate Plymouth (TP) service is highly regarded. We know this due to anecdotal feedback from the agencies that use the service and also the praise it receives in service level inspections. A critical factor in this is its' good value for money and market management approach. We are now gathering more robust data to back up what we have been told. Last year from our satisfaction sample survey of the agencies using TP we know that 68% report that they are satisfied with staff efficiency and that 75% are satisfied with delivery time; flexibility of service; staff friendliness; staff understanding of need and also quality and value for money.

In completing our self assessment for the ESLG we did a desk top mapping so we knew more about our diverse communities in the city. This is contained in Appendix D. We intend to do more on this so we focus our actions and service delivery effectively.

3.2. Other achievements

In addition to keeping a close eye on our key performance indicators, where we know that we are on track, we have also

- ✓ Streamlined and simplified our equality schemes into one Equality Scheme (ES)
- ✓ Assisted our Local Strategic Partnership to widen their race relations project to a community cohesion focus
- ✓ Met all of the Income Maximisation Strategy targets, despite the economic down turn
- ✓ Identified 3 potential gypsy and traveller sites with the Efford Warren site moving to planning application and formal bid
- ✓ Reviewed, updated and monitored our Asylum Seeker and Refugee (ASR) multi-agency action plan
- ✓ Ensured that our commissioning and procurement maximises community engagement and customer involvement in our service level agreements
- ✓ Supported and promoted many diverse community events all aimed to increase understanding and integration
- ✓ Advised and supported our third sector partners with funding opportunities and also secured LSP and Local Government bids to funding sources
- ✓ Overseen our council wide programme of equalities and diversity learning opportunities including corporate induction and awareness raising training

3.3. Future challenges and risks

Our unit has a key role to play in delivering our council and city wide goal of achieving excellence by 2012. As the lead officer for CIP 4 "reducing inequalities between communities" our Assistant Director, SIU manger (SIM) and our staff are the main mechanism for this to happen. We will need to make sure that our LSP and our partners are fully involved.

We already know we need to do more about

- knowing our diverse communities - what they need and want and then deliver accordingly
- ensuring our members and senior officers build on their already positive leadership activities
- keeping ahead of the ever moving legal framework that informs our work and role as expert advisors to others
- engagement and consultation and joining this up with our partners in all sectors across the city and especially though the LSP arrangements
- moving our EIA's to the next level in terms of quality and impact on business planning
- delivery of the EFLG excellence level and particularly our commissioning standards
- communicating about what we do well and especially what action we have taken in relation to feedback from our diverse communities.

Before the economic down turn, 11 of our 43 neighbourhoods were within the 10% most deprived in the country we will make sure that our actions address this, especially with regard to child poverty. As our city numbers grows, its overall make up is different we must take careful consideration of the needs of our transient communities (like migrant workers; asylum seekers and refugees; gypsies and travellers; students and especially those from overseas.)

As our locality work progresses and other changes to our internal structure happen we may need to realign our approach to our key service functions. This might mean a shift of resources and priorities to ensure that equality and diversity and all its associated aspects are kept to the forefront. It may also mean new working relationships with newly formed external partners like Plymouth Community Homes and Amey plus newly emerging diverse communities like Malaysian and Nepalese.

At the time of writing we are awaiting the final PLACE survey results in relation to national indicators around Community Cohesion (NI 1) and Fair Access to Services (NI 140) against our own specifically agreed booster information. (See page 14 below). We are expecting to start from a lower base than some other local authorities against a climate where this is deteriorating nationally. We are already conducting “booster” surveys locally aimed at our diverse communities to understand this better. We will take relevant action when we know where we stand.

The national legislative framework for equality, diversity and human rights is changing. A new Equalities Act is expected soon. We have already anticipated some of its main implications in our single and comprehensive ES and our work in relation to socio-economic differentials. We will need to revise this as the bill progresses to law and specific schedules are issued. We welcome the likely impact this may have on our procurement and contracting arrangements with service providers and how we can influence the widening of equality requirements throughout our commissioning activities. We have already started some internal work.

Last year we took bold steps in relation to Gypsy and Traveller site provision. We have had wholehearted political, departmental and partnership support at all times and realigned our capacity and resources to this initiative. We are optimistic that we will secure national government backing and funding for the next steps. There are inherent risks whether or not this becomes reality which we will need to take into account. This may mean a revision of our business action plan as detailed below.

Since 2004, most of our partners (in all sectors) have accessed the brokerage component of Translate Plymouth (TP) for free. Given the ever increasing pressure on the overall council budget and the service efficiency saving expected from the SIU as part of the corporate push towards better value for money, this subsidy to our partners requires careful reconsideration. It is possible to make TP an income generating service though this will cause an expense to our statutory and third sector agency budgets. We will explore the most cost efficient approach for all concerned noting that the private sector also accesses this service.

4. Where do we want to be?

Our detailed action plan on pages 10 to 21 shows our outward and internal facing priorities.

4.1. Corporate Improvement Priorities (CIP's)

We contribute to all of our fourteen CIP's as outlined on page 2. CIP 4 is our top delivery area and we will have a significant contribution to CIP's 1 and 2. We will support the work being done in CIP's 3 and 7 and ensure that the CIP 13 work is appropriate for the EFLG requirements.

CIP 4 - Reducing inequalities between communities – measured by the EFLG; our Financial Inclusion Strategy and commissioning; community cohesion actions (including gypsy and traveller site work) and within the PLACE survey and NI 1 and 140

CIP 1 - Improving customer service – especially improving engagement with minority and vulnerable groups and customer profiling across all the equality strands – measured by increasingly effective use of data about our diverse communities and our customer service standards.

CIP 2 - Informing and involving residents – by improving the information that we give people about how to get involved and how we consult and target this particularly to those that are seldom reached and heard – this will be measured by the feedback we get and give and the changes this affects.

CIP 3 Helping people to live independently and CIP 7 Keeping Children Safe – fall within the age equality strand so we will work closely with Adult Social care as they deliver our older peoples 'All

Our Futures' strategy. Likewise we will support our Children and Young Peoples services to continue their equality and diversity initiatives in areas like foster care recruitment and early years.

CIP 13 Support Council staff to perform better – by commissioning and delivering a range of equality and diversity learning opportunities and making sure our employment practice continues to be equality compliant.

4.2. Our Local Area Agreement

Our key area of activity with our partners in the statutory, non-statutory and voluntary sectors will be to deliver priority SSC1 namely to 'Promote positive relationships between people from different backgrounds'. This will include establishing baselines and setting targets for National Indicator (NI) 1 which is about the % of people who believe people from different backgrounds get on well together in their local area. Perceptions of fair treatment by local services and "equality of access to services" (NI140 and SSC3) will also inform this target and the programmes we put in place.

5. How will we get there?

We already have stringent governance arrangements in place to keep on top of our corporate strategies and also our business plan. We formally review our business action plan twice yearly and the key actions are woven into officer's appraisal objectives. Regular supervision is in place where these objectives are overviewed against performance. Where unexpected matters arise we are flexible and allocate or realign our resources accordingly while still keeping our eye on our commitments. We take a problem solving approach to our work and are creative in taking remedial action if needed.

5.1. Cross-cutting themes

Other factors that assist delivery on our outputs and outcomes are detailed below and these link to departmental and corporate plans as highlighted in Appendix B.

Workforce Development and Performance management - We will continue to make effective use of induction, supervision and career appraisal to identify and meet the learning and development needs our staff against their role profiles. We will improve our understanding of the needs and aspirations of our diverse communities and localities by dedicating our professional time to direct engagement with our stakeholders.

Data Quality - Sound evidence is essential to the effective targeting of our resources. The identification and systematic recording of quantitative data and key findings from local and national research will assist us with this. We will also use bench marking against our 'family group' of local authorities as well as our neighbouring authorities, statutory partners and other stakeholders.

Health & Safety, Risk Register & Business Continuity - Putting our staff and customers safety first is a priority and closely aligned to our community cohesion and community safety responsibilities. We already identify and address all significant health and safety risks at work and these have been recorded in operational and strategic risk management registers. All SIU officers attend corporate Health and Safety training. All officers contact details are maintained on electronic media and hard copy. Our primary role is strategic so short term interruptions to business continuity can be absorbed. Continuity of operational elements such as our Translate Plymouth service is ensured by our duty officer system.

Sustainability - We have implemented measures to ensure we deliver our service in accordance with sustainability principals. We operate a strict policy to minimise paper wastage through unnecessary printing and recycle whenever possible. We ensure that all our ICT and other electronic equipment is shut down when not in use. We minimise the impact of our use of transport on air quality by using public transport when ever practical or car sharing. We have protected bio-diversity by ensuring we carried out appropriate surveys on potential Gypsy and traveller sites. This year we will carry out a dedicated sustainability impact assessment.

Equality and Diversity - We are the lead corporate resource for this and lead by example. Each member of our team has made an individual personal pledge to ensuring we mainstream equalities in everything we do. We regard ourselves as ambassadors for council in this area and we are equipped to create any cultural change that may be required across the organisation and with individuals.

Financial planning ; value for money and use of resources - (See Appendix C) - A significant proportion of the SIU budget is spent on commissioning and procurement. We have a consistent and robust approach to commissioning services and managing contracts. Our approach to procurement embeds corporate policies which we have supported to make equality and diversity compliant. Our priorities this year are commissioning financial advice services to support those affected by the recession and credit crunch; community cohesion activities directed to community groups themselves and our work on gypsy and traveller sites. We have supported our 3rd sector partners seek and secure funding and lately done the same with the LSP. Where practicable we have worked with other service areas and partners to join up commissioning activities e.g. ASR consortium; faith and belief work; celebrations events like refugee week and LGBT month. We are determined to continually improve in this as we are not quite there yet.



Plymouth City Council

Social Inclusion Unit (SIU)



Business plan – detailed action plan - 2009/12

Our top four unit priorities that will contribute to excellence are	Where are we now
Delivering on our Equality Scheme (ES) and making our Equality Impact Assessments (EIA's) quality and impact stronger.	An impressive number of EIA's are done – we need to review their quality, update our procedure again and then audit how they are influencing service change.
Achieving the Equality Framework for Local Government (EFLG) – especially knowing our diverse communities and effective commissioning that leads to further mainstreaming of equality and diversity.	We as an “achieving authority” – we now need to audit our progress and make specific plans to move to the top level of this standard.
Community Cohesion Initiatives and increasing our citizens' sense of belonging and belief that Plymouth is a place where people can and do get on well.	We have a poor benchmark position on the key national indicator for this area (NI 1). So we know though that we can do more in this area that builds on the sound progress we have already made with regard to the previous national and regional strategies. We will be revising our work with our LSP to make this happen.
Delivering a range of Financial Inclusion action that aim to minimise the impact of the recession, poverty and deprivation.	Our previous work has been highly effective and we now have expanded our remit to deliver against more of the factors that cause economic distress.

We are also determined to continue our work on identifying potential housing sites for Gypsies and Travellers. This and all the work included in our action plan will be undertaken in partnership at all times.



Corporate Improvement Priority 2009/12	Unit Wide Service Delivery Priorities
Improving our city by <ul style="list-style-type: none"> Reducing inequalities between communities 	<ul style="list-style-type: none"> ES and EIA's ESLG Community Cohesion Financial Inclusion

What are we going to do?	What do we want to achieve?	How will we know we have been successful?	Who will do it?	When will it be done?	Priority and Progress
Review and deliver our Equality Scheme (ES).	A streamlined equality and diversity planning process that is accessible and clear and leads to community and service delivery outcomes.	A scheme (informed by community involvement) for all six equality strands is published and reviewed and its associated action plan is outcome focused.	Equality and Diversity Officer (E&DO) and SIU.	Annually in June 2008 and 2009 and 2010.	Evidence – Reviewed ES including impending legislation, with targets on line and new outcomes agreed in consultation.
Co-ordinate a council wide review of our EIA procedure and deliver against our 3 year programme.	Completion of quality EIA's that lead to internal function and service changes that address identified inequalities.	EIA procedure reviewed and programme completed and action plans published leading to service changes and specific outcomes.	E&DO	Review in Nov 2009. Programme review March 2010 and 2011.	Evidence - EIA procedure reviewed and upgraded programme completed. Action plans on line. NI 140 targets are positively affected.
Deliver a bespoke work plan through our Corporate Equality Group (CEG) to achieve EFLG excellence.	Successful external assessment.	“Excellence” level of EFLG awarded.	Social Inclusion Manager (SIM) and CEG.	Reviewed work plan in Mar 2010. Nov 2011 – assessment. 2012 – achieve level.	Evidence - Actions to achieve the excellent level incorporated in 2009/10 and 2010/11 CEG work plans and are on target with level achieved to time.

Colour Key for priority and progress column

Achieved	On target	Some slippage	Slipped	Priority monitoring areas
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Corporate Improvement Priority 2009/12	Unit Wide Service Delivery Priorities
Improving our city by <ul style="list-style-type: none"> • Reducing inequalities between communities 	<ul style="list-style-type: none"> • ES and EIA's • ESLG • Community Cohesion • Financial Inclusion

What are we going to do?	What do we want to achieve?	How will we know we have been successful?	Who will do it?	When will it be done?	Priority and Progress
Improve knowledge and understanding of diverse communities in our city - sharing this with service departments via - "Knowing diverse Plymouth" initiative (inc comprehensive data, presentations and awareness raising.	Wider understanding of diverse communities and their needs leading to improved access to and delivery of services.	Wider use of information on diverse communities leading to real outcomes for these communities.	Race Relations Coordinator (RRC)/Safer Communities Programme Coordinator (SCPC).	March 2010	Evidence – Initiative launched and up to date data easily available and being used effectively.
Work with the LSP to expand our "Community Cohesion - The Way Forward" action plan.	Agreed city wide vision backed by a set of innovative actions leading to improved perceptions of community cohesion.	National indicators - NI 1 – met - baseline 69.9% (Place Survey Feb 2009) and Target 74.6% (Place Survey 2010/11)].	Community Cohesion Coordinator (CCC) and LSP.	Dec 2009 for expanded plan. Dec 2010 for NI targets.	Evidence –Action plan expanded and dedicated actions happening and NI 1 targets met.
Review our upgraded Financial Inclusion Strategy (FIS).	Increased Welfare Benefit and Tax Credit Take-Up and links to other avenues that provide increased income. Specific actions to assist in the recession in place.	Benefits take up and other agreed financial inclusion activity happens and corporate plan milestone met.	Financial and Social Inclusion Officer (F&SIO).	Annual Review Jun 2010 and 2011.	Evidence - FIS action plan and all targets and initiatives happening to agreed timelines.

Colour Key for priority and progress column

Achieved	On target	Some slippage	Slipped	Priority monitoring areas
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Corporate Improvement Priority 2009/12	Unit Wide Service Delivery Priorities
Improving our city by <ul style="list-style-type: none"> Reducing inequalities between communities 	<ul style="list-style-type: none"> ES and EIA's ESLG Community Cohesion Financial Inclusion

What are we going to do?	What do we want to achieve?	How will we know we have been successful?	Who will do it?	When will it be done?	Priority and Progress
Commission financial inclusion and advice work.	Reduce poverty, including for children and increase financial inclusion by ensuring people's incoming money is maximised, their outgoings are controlled and they can exercise informed choices through basic financial services.	£4m in previously unclaimed tax credits and benefits realised and other outcomes in the Service Level Agreement(s) met.	F&SIO.	July 2009.	
					Evidence - Amount of previously unclaimed tax credits and benefits realised.
Continue our work to identify gypsy and traveller sites.	Make progress towards meeting the assessed housing needs of G&T's. Reduced community tensions and costs caused by Unauthorised Encampments.	Potential sites identified in Local Development Framework (LDF). Submit grant bid and if successful make progress on build.	Race Relations Officer (RRO) and corporate service areas.	Mar 2010.	
					Evidence – project plan delivered. Application for government grant considered. Sites identified in the LDF.
Support our LSP to improve their approach to equality and diversity across all strands.	Our LSP are driving equality and diversity improvements across all six strands as per the Equality Bill and ESLG level 3 recommendations.	Strategic and work programmes are refocused and improvements beginning.	ADSC and SIM.	Mar 2010	
					Evidence – Meetings with LSP office and exec as needed have happened and action plan in place to affect change.

Colour Key for priority and progress column

Achieved	On target	Some slippage	Slipped	Priority monitoring areas
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Corporate Improvement Priority 2009/12	Unit Wide Service Delivery Priorities
Improving our city by <ul style="list-style-type: none"> Reducing inequalities between communities 	<ul style="list-style-type: none"> ES and EIA's ESLG Community Cohesion Financial Inclusion

What are we going to do?	What do we want to achieve?	How will we know we have been successful?	Who will do it?	When will it be done?	Priority and Progress
Review and refresh our Asylum Seeker and Refugee (ASR) action plan as informed by our multi-agency forum.	Identification of priority services and then targeted service delivery and commissioning that is outcome focused.	Outcomes are achieved as identified in the Asylum Seeker and Refugee action plan and through commissioning.	RRO and statutory and third sector partners.	May 2010.	Evidence – ASR action plan tasks completed and commissioning contract produces outcomes.
Further consider and develop the strategic actions required for transient communities.	A strategic approach to meeting the needs of our migrant workers and their families that is outcome orientated.	Strategic direction agreed, partners are engaged and commissioning achieves the agreed outcomes.	RRO and statutory and third sector partners.	Mar 2010.	Evidence – measurable outputs and outcomes are in place from the actions and any procurement arrangements.
Support the work of the centre for faith and belief and continue corporate work on faith and belief inclusion.	Co-ordinated and proactive involvement of our faith and belief communities in service delivery.	Faith and belief advisory council considered and Service Level agreement outcomes have been achieved.	E&DO.	Mar 2010.	Evidence – support given to trustees; advisory council considered contract monitoring achieves outcomes.
Undertake PLACE survey boosters with diverse communities and measure against targets for NI1 and NI140.	Contribute to the successful delivery of our Local Area Agreement and that people believe they get on well together.	Target for NI 1 is 74.56% and 72.15 % for NI 140 and monitoring indicates these are being met without significant variation across diverse communities.	RRC.	Booster Jun 2009. Review Mar 2010. Achieved Mar 2011.	Evidence – LAA and Place survey and other interim survey results boosted where appropriate to ensure we measure diverse communities.

Colour Key for priority and progress column

Achieved	On target	Some slippage	Slipped	Priority monitoring areas
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Corporate Improvement Priority 2009/12	Unit Wide Service Delivery Priorities
Improving our city by <ul style="list-style-type: none"> Reducing inequalities between communities 	<ul style="list-style-type: none"> ES and EIA's ESLG Community Cohesion Financial Inclusion

What are we going to do?	What do we want to achieve?	How will we know we have been successful?	Who will do it?	When will it be done?	Priority and Progress
Support our Local Strategic Partnership to implement the BME compact code of practice.	Improved engagement of BME communities in compact work.	Our commitments in the implementation plan are delivered.	RRC.	Sept 2011.	Evidence – evaluation and monitoring of the compact indicates successful delivery.
Contribute to feasibility study of a city wide model for locality and neighbourhood working in partnership with LSP.	Improved quality of life through increased engagement in neighbourhoods and improved service delivery.	Feasibility study complete and recommendations on our approach embed equality and diversity; community cohesion and financial inclusion.	SIU Officers to adopt one Locality each and feed into study via Assistant Director.	October 2009	Evidence – Recommendations address Equality and Diversity, Community Cohesion and Financial Inclusion.

Colour Key for priority and progress column

Achieved	On target	Some slippage	Slipped	Priority monitoring areas
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Corporate Improvement Priority 2009/12	Unit Wide Service Delivery Priorities
Improving our customers experience by <ul style="list-style-type: none"> • Improving customer service • Informing and involving others 	<ul style="list-style-type: none"> • ES and EIA's • ESLG • Community Cohesion • Financial Inclusion

What are we going to do?	What do we want to achieve?	How will we know we have been successful?	Who will do it?	When will it be done?	Priority and Progress
Review our corporate equality communication strategy and make use of multi - media techniques to celebrate achievements.	Make our customers and staff aware of our equality and diversity expectations and achievements.	Customer and staff survey results will show improving perception of equalities.	RRC and SIU.	Mar 2010 and then annually.	Evidence – Strategy review completed and actions delivered with 4 newsletters published annually.
Streamline our incident reporting system so that it is compatible with corporate systems for monitoring customer feedback.	Assist outward facing services to respond swiftly to complaints and feedback from our diverse communities.	Incidents will be recorded and backed up by Flare and its equality monitoring or its corporate successor.	CCC..	Mar 2010.	Evidence – Reports indicate high levels of customer satisfaction and equality monitoring information via “Have your say” is more informative.
Review our Translate Plymouth (TP) Service development plan and promote its service and its benefits in improving communication and accessibility to services while also adding value for money.	Ensure the most effective delivery mechanism for the service itself and assist departments in identifying the best communication vehicles for diverse communities within service delivery and planning.	Development plan reviewed and new plan being followed. Services are using linguists within best practice guides.	Translate Plymouth Coordinator (TPC).	Mar 2010.	Evidence – Old plan reviewed and updated. New plan published and circulated. Take up of TP. Accessible information is produced. Customer (departments and external partners) satisfaction feedback is positive.

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Corporate Improvement Priority 2009/12	Unit Wide Service Delivery Priorities
Improving our customers experience by <ul style="list-style-type: none"> • Improving customer service • Informing and involving others 	<ul style="list-style-type: none"> • ES and EIA's • ESLG • Community Cohesion • Financial Inclusion

What are we going to do?	What do we want to achieve?	How will we know we have been successful?	Who will do it?	When will it be done?	Priority and Progress
Support our city wide approach to new arrangements for “English Spoken as another Language” (ESOL) commissioning and provision.	Implement national expectations and maximise of both provision and take up of ESOL.	New commissioning arrangements in place. Financial regulations followed. Courses provided and of take up measured ready to set targets for future years.	TPC and SIM.	Arrangements Sept 2009. Commence Mar 2010 Commission by 2011.	Evidence – New arrangements agreed and action taken to implement local provision.
Maximise customer involvement and community engagement through our Service Level Agreements (SLA's) with diverse communities.	Improve how we consult and involve diverse communities about our services and functions.	Service level agreements contain an outcome related to consultation and participations from our diverse communities.	SIU.	Mar 2010.	Evidence – SLA's have consultation outcomes and monitoring arrangements confirm they are happening.
Provide expert advice and guidance about social inclusion and community engagement (to external and internal partners).	Contribute to our development of an integrated strategy for engagement, consultation, involving and informing.	Diverse Plymouth initiative delivers a co-ordinated consultation process ensuring the views of diverse communities are represented.	Disability and Equality Officer (D&EO).	Mar 2010	Evidence - Consultation programme published with diverse Plymouth activities taking place as well as other council wide actions regarding community engagement.

Colour Key for priority and progress column

Achieved	On target	Some slippage	Slipped	Priority monitoring areas
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Corporate Improvement Priority 2009/12	Unit Wide Service Delivery Priorities
Improving our customers experience by <ul style="list-style-type: none"> • Improving customer service • Informing and involving others 	<ul style="list-style-type: none"> • ES and EIA's • ESLG • Community Cohesion • Financial Inclusion

What are we going to do?	What do we want to achieve?	How will we know we have been successful?	Who will do it?	When will it be done?	Priority and Progress
Support and promote community of interest events.	A greater sense of shared belonging is reported by our diverse cultures and communities.	Events held like disabilities festival; Chinese and Kurdish New year; Holocaust; Women's week; Pride Event etc promoted.	SIU.	Mar 2010	Evidence – yearly programme is published and auditable promotional activity and media coverage happens.
Advise our third sector partners of funding opportunities and support their applications according to identified priorities and capacity.	Additional support to third sector and compact arrangements to maximise opportunities and value for money.	SIU has alerted our partners and given advice re funding opportunities.	SIU.	Apr 2010.	Evidence – Advice given; bids submitted and compact arrangements in place with SIU input.
Utilise multi-media communication techniques to inform our staff of equality and diversity expectations and achievements.	An understanding of how equality leads to quality/excellence within our organisation that leads to increased engagement and action around equality and diversity requirements.	Multi-media communications have been used and enquiries to find out more are received. EFLG excellence is achieved.	SIM.	Mar 2009.	Evidence – range of communication mediums used; number of articles submitted; quarterly equalities update produced; annual equality CEG communications plan review is published.

Colour Key for priority and progress column

Achieved	On target	Some slippage	Slipped	Priority monitoring areas
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Corporate Improvement Priority 2008-09	Unit Wide Service Delivery Priorities
Improving our council <ul style="list-style-type: none"> • Supporting Council Staff to perform better • Improving value for money 	<ul style="list-style-type: none"> • ES and EIA's • ESLG • Community Cohesion • Financial Inclusion

What are we going to do?	What do we want to achieve?	How will we know we have been successful?	Who will do it?	When will it be done?	Priority and Progress
Contribute to the member learning plan and induction for new members.	Learning and development needs of elected members around equality and diversity are met.	Members report that their needs have been met and they feel supported.	E&DO.	Jun 2009, 2010, 2011.	Evidence – evaluation of member induction and member development strategy.
Further develop our council wide programme of equalities and diversity learning opportunities to match our CIP priorities.	A workforce that is competent and confident in their delivery of equality and diversity statutory requirements within their day job.	Equality and diversity is a core component of our organisational development strategy; workforce development ambitions; teams and individuals aspirations. Positive feedback on opportunities received.	E&DO with Learning and Development team.	Mar 2009	Evidence – Corp induction delivered and package of learning and development opportunities in place.
Promote our staff forums and consider how technology may assist us to encourage engagement.	Engage with our staff from diverse communities.	Number registering an interest and actively engaging increase.	RRO; D&EO; RRC	Mar 2010	Evidence – Published schedule of four meetings of each forum annually and meeting notes.

Colour Key for priority and progress column

Achieved	On target	Some slippage	Slipped	Priority monitoring areas
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Corporate Improvement Priority 2008-09	Unit Wide Service Delivery Priorities
Improving our council <ul style="list-style-type: none"> • Supporting Council Staff to perform better • Improving value for money 	<ul style="list-style-type: none"> • ES and EIA's • ESLG • Community Cohesion • Financial Inclusion

What are we going to do?	What do we want to achieve?	How will we know we have been successful?	Who will do it?	When will it be done?	Priority and Progress
Assist colleagues in Human Resources to deliver competency frameworks that address equality and diversity.	Embed and mainstream CIP 4 actions within our actions to support our staff to perform better.	Career appraisals will be complete with embracing equality competencies measured.	SIM and SCPC.	Mar 2010.	
					Evidence – Career appraisal completion rate.
Ensure we fully contribute to cross-cutting corporate wide requirements (health and safety (H&S) Section 17 (including domestic violence) and community tension “duties”).	A key contribution to community perceptions that we live in a safe city with SIU seen as key council support service contributing to our council achieving recognition as “excellent”.	S17 activities has been audited and celebrated. Core SIU activities follow council wide H&S expectations. Community tensions monitoring and reporting improved.	CCO.	Apr 2010.	
					Evidence -S17 framework audit done. H&S actions happening and Community tension monitoring process reviewed and updated and having an impact.

Colour Key for priority and progress column

Achieved	On target	Some slippage	Slipped	Priority monitoring areas
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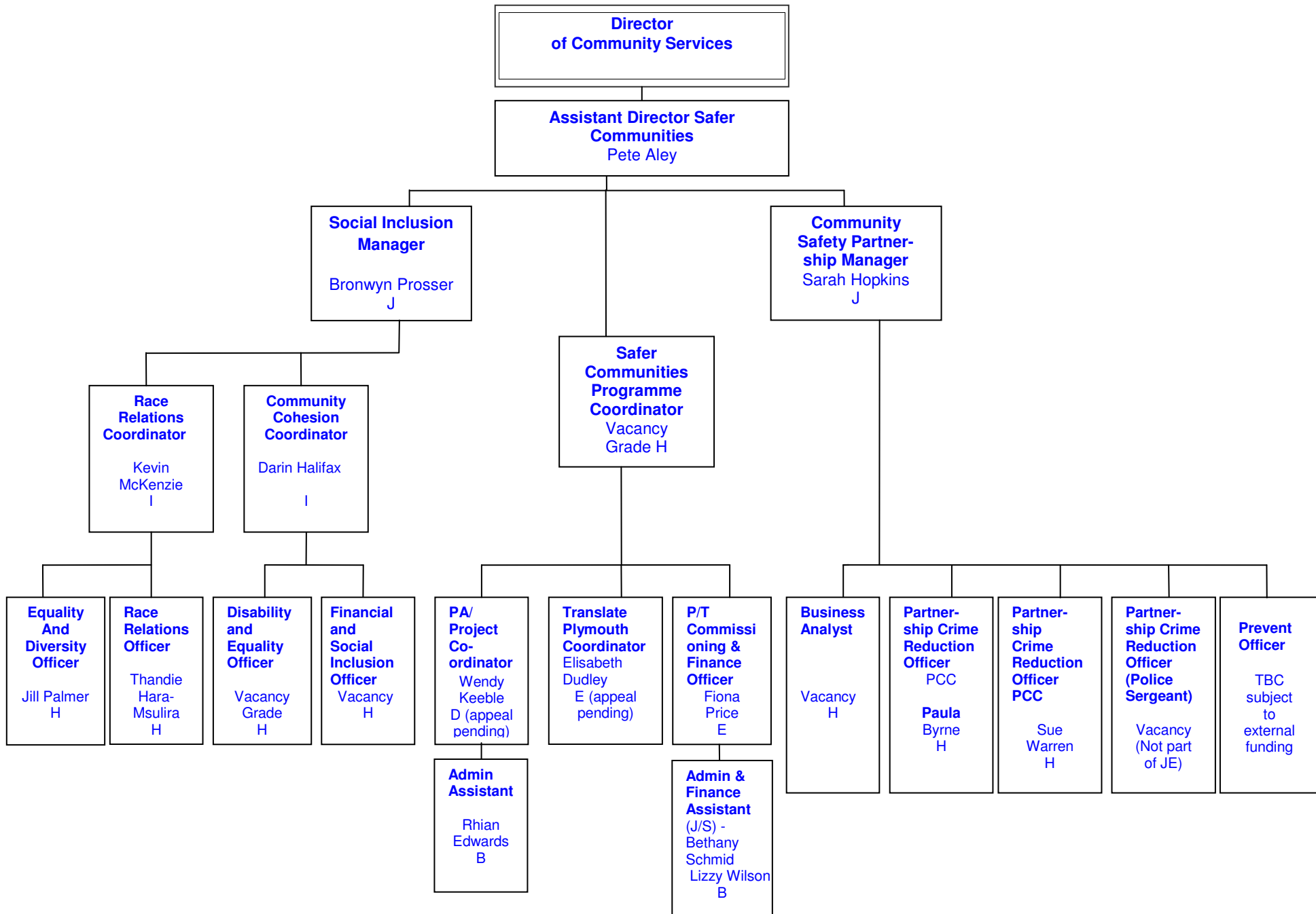
Corporate Improvement Priority 2009/12		Unit Wide Service Delivery Priorities
Improving our city by <ul style="list-style-type: none"> • Helping people live independently • Providing more and better culture and leisure activities • Keeping children safe 	<ul style="list-style-type: none"> • Improving skills and educational achievement • Developing high quality places to learn • Disposal of waste and increase recycling • Improving access across the city • Delivering sustainable growth. 	<ul style="list-style-type: none"> • ES and EIA's • ESLG • Community Cohesion • Financial Inclusion

What are we going to do?	What do we want to achieve?	How will we know we have been successful?	Who will do it?	When will it be done?	Priority and Progress
Support the Older People's Strategy - "All our futures"	Improve user and carer engagement in service development.	Action plan reviewed annually and new plan published.	F&SIO and Supporting people.	Mar 2011.	Evidence – SIU support in place and actions on track.
Assist Children and Young People Service to embed equality and diversity in its service areas.	Improved equality for Children and Young People from all diverse backgrounds.	Specific projects deliver outcomes and receive SIU support.	SIU.	Mar 2011.	Evidence – Equality and diversity embedded with reported outcomes.
Prioritise our focus on Adult Social Care (ASC) and Waste service delivery.	Increased understanding of equality and diversity and this is used to affect service changes where relevant.	Draft action plans for both service areas completed and equality monitoring in place and being used.	SIM.	Mar 2011.	Evidence – ASC complete their work plan and equality monitoring advice given to both services which they are using.
Carry out a sustainability impact assessment on our business plan and contribute actions to the Citywide Climate Change Strategy and Action Plan.	Contribute to corporate efforts improve the overall sustainability.	Review conducted and all actions identified are completed.	SCPC.	Mar2010	Evidence – Sustainability Impact Assessment published on SIU website.

Colour Key for priority and progress column

Achieved	On target	Some slippage	Slipped	Priority monitoring areas
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Appendix A - Our service structure - Safer Communities



Appendix A - Our service profile

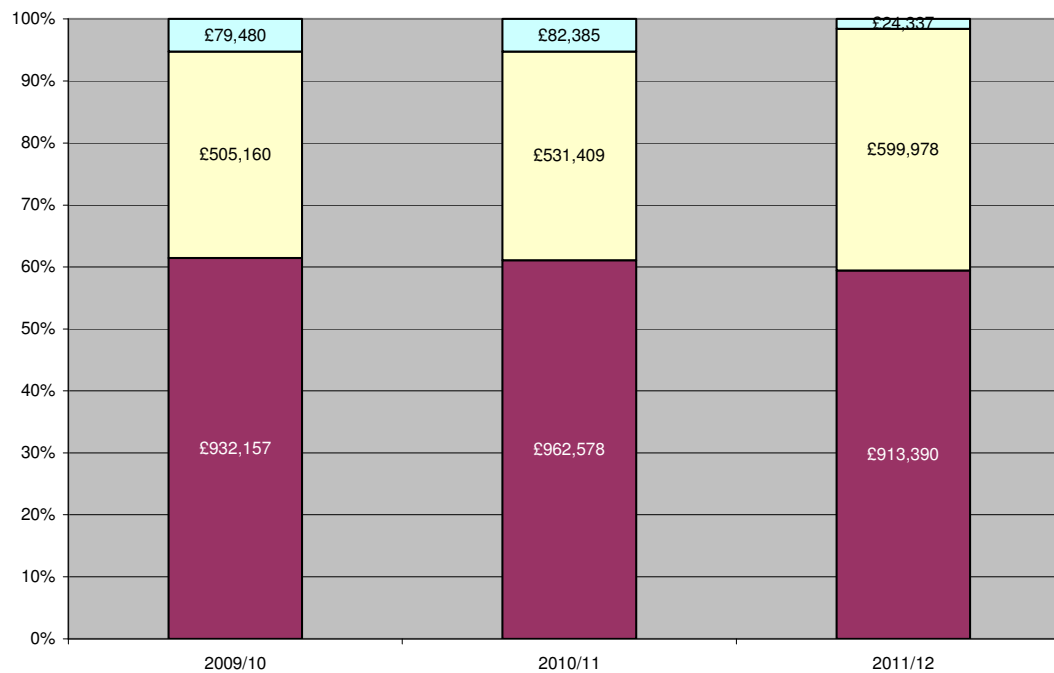
Area	Comment
Staff profile	There are two unit managers in Safer Communities. We have recently created a post that will work across the whole service in a support capacity for all our functions. They will line manage the two SIU admin support workers and Translate Plymouth co-ordinator. The SIU itself has an overall unit manager responsible and accountable for the whole service and budget (Social Inclusion Unit Manager - SIM). There are two line managers/coordinators for four other posts – making a unit of seven officers in total. All the SIU posts are principle officers of 3 rd to 5 th tier in the council. All the posts are full time though are suitable for job shares.
Assets	The SIU does not have direct responsibility for buildings or other assets like vehicles. The office base is on floor nine of the Civic Centre on the Hoe end. The SIM is responsible for the overall well being of team members when in and out of the office. We contribute to the overall fire safety arrangements for the building by having two bespoke fire officers.
Partnerships	We work very closely with our LSP and then specifically with statutory agencies like the police; health services (both PCT and NHS); Universities and Fire fighters. We also work with third sector agencies on joint initiatives. Where relevant we work with the private sector. Working with our diverse communities and their champions across all the equality and diversity strands is crucial in what we do.
Strategic profile	As a strategic policy and planning unit we are responsible for a range of national legislation and guidance across all areas of equality; diversity; community cohesion; social and financial inclusion. Full details of this can be seen in our Equality Scheme's.
Community profile	As the six equality strands cover a full range of communities of interest and geography as well as the fact that we work strategically to support all our service delivery areas our communities are wide ranging. We use demographic information and what we are told by our diverse communities to inform our work.
User engagement	We advice our partners both internal and external about methods to achieve community engagement that reaches even the seldom heard. This is particularly the case in relation to our Translate Plymouth service. We hold regular meetings with our diverse community champions. These can be formal or relaxed depending on the nature of the work we are doing.
Staff engagement	We facilitate three council wide staff forums as part if the Corporate Equality Group work plan. We have also used our own staff survey to set council wide and unit specific equality and diversity targets.

Appendix B – SIU and Departmental Plan

Role	Yes/No	Officer	Comments
Equality and Diversity	Y	All	SIU develop and implement council wide plans that inform Departmental plans.
Workforce Development plan	Y	SIM	We advise the department on our own team needs and also ensure that the departmental plan that builds into the corporate workforce development plan contains appropriate action in relation to equality and diversity.
Health and Safety action plan	Y	SIM	We intend for this are of responsibility to transfer to our Safer Communities Programme Co-ordinator when appointed.
Risk register	Y	SIM	We intend for this are of responsibility to transfer to our Safer Communities Programme Co-ordinator when appointed.
Continuity action plan	Y	SIM	We advise the department on our own team needs and also ensure that the departmental plan that builds into the corporate contingency plan contains appropriate action in relation to equality and diversity.
Value for Money action plan	Y	SIM	Regular meetings are held with our support accountants in relation to the team's budget and maximise spend against outcomes. We also support the wide use of resources work that informs the CAA process.

Appendix C –Budget

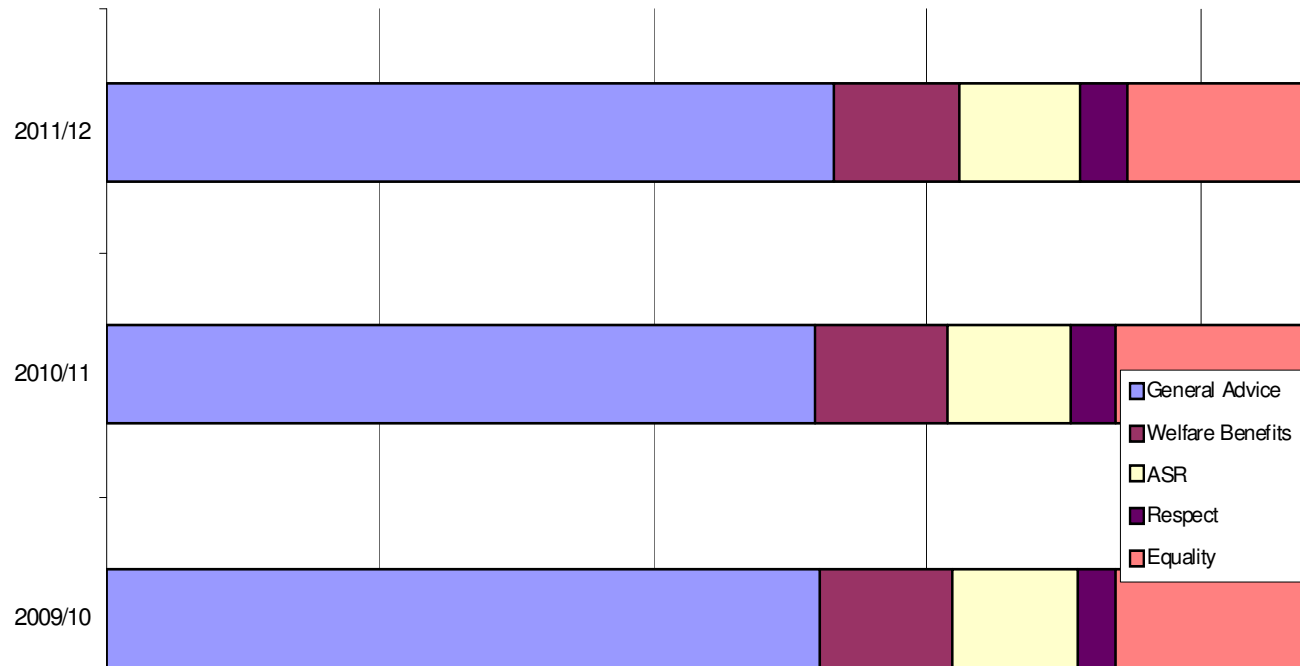
Safer Communities overall budget



Year	2009/10	2010/11	2011/12
Total Spend	1,516,797	1,576,372	1,537,705
Social Inclusion Unit	932,157	962,578	913,390
Community Safety Unit	505,160	531,409	599,978
Management and Support	79,480	82,385	24,337 (this amount to be queried)

SIU commissioning

Year	2009/10	2010/11	2011/12
General Advice	204,890	199,700	211,750
Welfare Benefits	37,925	37,005	37,008
ASR	35,875	35,010	35,015
Community Cohesion	90,000	116,850	42,775
Respect	11,275	12,750	13,625
Equality	103,025	101,100	101,150
Faith and Belief	25,625	25,200	25,300



Appendix D - Our diversity

Our general population has been steadily rising since 2003 and currently stands at 250,700 ¹. Within this we have mapped our population, giving us a wide variety of data about our diverse communities (see Appendix C). We have plans to do more in relation to gaps and changes. We have seen a rapid change in BME populations over recent years with these communities doubling since 2001 and our ambitious growth agenda, which will see Plymouth's diversity, accelerate further.

Unlike many other big cities, our minority ethnic communities are reasonably well spread across neighbourhoods with no one area having a particularly large BME population. Our age profile is also somewhat different to the national average.

Community Cohesion across Plymouth shows encouraging signs with 75% of residents saying that people from different backgrounds, get on well together in their local area. Official community tension ratings have remained "low" for some years. However we recognise specific issues and challenges especially for minority communities, which underlay these facts.

Our data on diverse communities is summarised below and is supplemented with qualitative information gained through our links and work with these communities.

Age

We have an "ageing" population standing at 5% more people over 50 than the national average ². We have 1,800 people who are over the age of 90 and are expecting our older people numbers to increase.

Despite this we also have one of the lowest percentages of people of retirement age in the South West and a lower than average percentage of people under 16. This results in the highest percentage of people of working age in the South West.

Latest figures show that there are 56,150 children and young people aged 18 and younger City. 37.5% live in the most deprived neighbourhoods ³ Our Equality Scheme 2008, "All our futures – over 50 strategy and our Children's and Young People's Plan, contain our commitments, objectives, targets and activities to date on age.

Disability

As many as 49,000 people (20 % of our total population) are likely to have some sort of disability described as a "limiting long-term illness, health problem or disability that limits daily activities or work". This is more than the national figure of 18.2%.

We were awarded a trophy for Excellence in Social Inclusion, from the Institute of Revenues Ratings and Valuation, for our income maximisation strategy, which helped people receive an extra £5.2m in unclaimed benefit.

We also believe that at least 24,500 people in our population (10%) give unpaid care to their family members, neighbours or others. Our Disability Equality Scheme 2006/09 (DES) and Income Maximisation Strategy 2006/09 contain our commitments, objectives, targets and activities to date for people who have disabilities.

Faith, Religion and Belief

According to the last Census most people in Plymouth are "Christian" (177,068 – 71.4% of the population). We have a variety of other religions such as Hindu, Shik, Buddhist and Muslim. We are proud to have one of the oldest registered synagogues in the country built in 1762, a variety of Muslim places of worship and a recently refurbished Catholic cathedral. We have engaged with the Devon Humanists and British Humanist Society, contact details are on our website:

¹ 2007 mid year population estimate from the Office of National Statistics

² Office of National Statistics mid year population estimate for Plymouth, 2006

³ GP register data 2007

We have an active inter-faith centre, which promotes a variety of work to raise awareness and promote understanding between faiths. We also work closely with faiths, religions and beliefs as required such as the Muslim communities after the recent Exeter explosion incident. Our Equality Scheme 2008-11 contains our commitments, objectives, targets and activities to date on faith, religion and belief.

Gender

51% of our population are women and 49% men. We have 7, 625 lone parents and less than 9% of these are men. Our girls are performing better than boys at school 66% of girls and 54% of boys in Plymouth gain five or more GCSEs at grades A* to C. ⁴ Approximately 28 people in Plymouth have gender dysphoria and/or have undergone the gender reassignment process. Our Gender Equality Scheme 2007-10 contains our commitments, objectives, targets and activities to date on gender.

Race

The last Census recorded our Black Minority Ethnic BME (BME) population at c. 2.9%. This is changing and the 2006 mid year estimate stands at 6%. (See Appendix A.) We have more migrant workers in our city than ever before, particularly from the Accession Eight (A8) states, primarily Poland. In 2007/08 figures show 2,270 national insurance numbers were issued to foreign nationals in Plymouth this was just a rise of 10 compared to 2006/07. ⁵ We have been a dispersal area for asylum seekers since 2000 and have some 450 Asylum Seekers supported by the UK Borders Agency in the city. We have a multi-agency strategy and action plan (2006/09) to meet the needs of asylum seekers and refugees and a well-established multi-agency Asylum Seekers Forum. We are also proactive contributors to the Regional Migration Board.

Our Equality Scheme (ES) 2008-11 contains our commitments, objectives, targets and achievements to date for BME communities.

A welcoming city -

A Supporting People (SP) Officer has recently met with four separate refugees who receive SP support all said they were very happy, felt secure in their accommodation, and had nice neighbours.

Sexual Orientation

Estimates of Lesbian, Gay, Bisexual and Trans (LGBT) people in Plymouth are between 17,500 and 30,000. We work closely with Plymouth Pride Forum (PPF) and Plymouth Pride Event (PPE) as key partners in this area. We also have an LGBT "Out Youth" group that is supported by our Youth Service. Although we recognise Trans rights under gender equality legislation, our local communities wish to be together as a group particularly as Trans numbers are minimal and support structures are needed so we currently still include this strand within sexual orientation.

Our Equality Scheme 2008-11 contains our commitments, objectives, targets and activities to date on sexual orientation.

Deprivation

Out of the 354 Local authorities we are the 74th most deprived in the country and 47th worst in terms of people who have low incomes. ⁶ Eleven of our 48 neighbourhoods are within the most deprived nationally. Many households rely on welfare benefits and tax credits (See Appendix A). We are acutely aware of the effect of the credit crunch and have already reacted positively such as through our Home Energy Strategy to improve energy efficiency and affordable warmth in homes. Our bus company has introduced cheaper fares for return journeys and we are refreshing our award winning Income Maximisation Strategy in partnership with the Citizens Advice Bureau (CAB), Routeways and Money Advice Plymouth (MAP).

⁴ Statistics from our Gender Equality Scheme 2007-10.

⁵ The National Insurance Registration Scheme 2007 (NIRS)

⁶ The Multiple Deprivation Index ([we need the date and reference in this foot note](#))

1 Namely – Age; Disability; Gender (including Trans); Faith/Religion/Belief; Race and Sexual Orientation.

2 For more information on the Equality Framework for Local Government contact the Social Inclusion Unit on the number on the front page or inclusion@plymouth.gov.uk or visit the IdEA we pages www.idea.gov.uk/diversity

3 For more information go to www.plymouth.gov.uk and then Community and Living tabs and the Social Inclusion pages within that section or contact inclusion@plymouth.gov.uk

4 Our use of resources move from 2 to 3 out of 4 in 2009; our Children and Young People services moved from 2 out of 4 in 2007 and then retained 3 out of 4 for the last two years; our housing services retained 3 out of 4 for last 3 years; our environmental services moved from 2 out of 4 in 2007 and then retained 3 out of 4 for the last two years; our cultural services moved from 2 out of 4 in 2007 and then retained at 3 out of 4 for the last two years in CAA scores.