

## Impact's Single Equality Action Plan – 2008-11

### Service Delivery

Key Priority Area	Activity	Accountable Team/ Individual	Measure	Timescales	Monitoring
<b>Service Delivery Equality Impact Assessments.</b>	<p>Identify appropriate model of EIA. Train staff on use of EIA. Carry out Equality Impact Assessment on all Impact's strategies, policies and procedures.</p> <p>Feed back outcomes of EIA into review process</p>	Operations and Community Investment Teams / Audit and Performance Co-ordinator / HR Officer	<p><del>Impact Assessment on CBL completed</del> and options implemented in 2009.</p> <p>Carry out further EIA's on service delivery in 2010 and 2011.</p>	<p><del>Detailed EIA plan to Board by April 2009</del></p> <p>All organisational EIA's completed by December 2009</p>	Action Plan to be monitored at appropriate Service Committee.
<b>Develop Customer Profiles of all of our residents and service users</b>	<p>Identify suitable toolkit to carry out customer survey.</p> <p>Identify if this will be carried out in house or procured externally.</p> <p>Carry out survey.</p> <p>Report on findings.</p> <p>Update on Policies, procedures and</p>	Operations and Community Investment Team / Audit and Performance Co-ordinator / HR Officer	Impact is aware of the diversity of all of our residents and service users and we have a clear understanding of our customer base. This enables us to prioritise resources and adapt services.	<p><del>Plan to Residents &amp; Community Investment Committee early 2009.</del></p> <p><del>Procure survey method and identify process mid 2009.</del></p> <p><del>Start survey work late 2009.</del></p> <p>Present findings early 2010.</p>	<p>Monitored at Residents and Community Investment Committees.</p> <p>Plans reviewed by Operations and Community Investment Team.</p>

	<p>strategies in the light of the survey data.</p> <p>Agree further updates.</p>			<p>Carry out review of process and strategy by mid 2010.</p>	
<p><b>Training for Committee members and all Impact Staff on Equality and Diversity</b></p>	<p>Provide training for staff and members on their roles and responsibilities on equality and diversity aimed at delivering an excellent customer focused service</p>	<p>Chief Executive / Operations Director / Community Investment Director / HR Director</p>	<p>All staff have attended at least one 1-day training course on Equality and Diversity.</p>	<p><del>Identify Training programme and trainers by mid 2009.</del></p> <p>Deliver by end of 2009.</p> <p>Assess outcomes from training and identify further training needs by early 2010.</p>	<p>Monitored at HR Committee.</p>
<p><b>Review all Impact Policies and Strategies to ensure that they are written with regard to the diverse needs of communities</b></p>	<p>Develop a standard template to ensure that policies and strategies meet the needs of diverse communities, and all reports to Board include equality implications and impact assessments</p> <p>Carry out review on a rolling basis.</p>	<p>Operations &amp; Community Investment Team</p>	<p>Strategies and Policies are explicit in how they meet the needs of diverse communities.</p>	<p><del>Set out template for Residents &amp; Community Investment Committee by November 2008.</del></p> <p>Carry out review and rewrite throughout 2009. Board reports include equality content after EIA's completed for a particular area of</p>	<p>Report to Residents Committee on updates from early 2009 onwards</p>

				work (probably from End 2009 onwards)	
<b>Set up systems to monitor outcomes of service delivery on vulnerable people.</b>	We are clear that the services we are providing have a positive effect on the lives of vulnerable people. Also we are clear on how to improve those services.	Operations Team- Keith Dobson	<del>Database set up on vulnerable people using SP definitions.</del>  Develop appropriate ways to monitor outcomes along with sets of targets (again using SP data as a means of developing the targets)  Provide reports and review services in the light of the reports.	<del>Review current database and systems by late 2008.</del>  Identify developments required and implement those developments by end of 2009/early 2010.  Build in reports to Residents Committee by mid 2009.  Provide further reports to Operations Team late 2009.  Review outcomes achieved in Year 1 end of 2009.  Carry out similar reviews ongoing 2010 and 2011.	Residents Committee and Operations Team.

## Lettings

Key Priority Area	Activity	Accountable Team / Individual	Measure	Timescales	Monitoring
<b>Monitoring &amp; Evaluation</b>	Amend Registration form and start of tenancy details to collect data on all 6 equality strands	Operations Manager (East)	<del>Registration form and other forms relevant forms revised</del>	<del>December 2008</del>	Ops. Team & Residents Committee
	Collect diversity data for sales (shared ownership)	Sue Falder	Data collected and held on IBS	August 2009	Ops. Team & Residents Committee
	Update IBS (CBL) package to hold data against all 6 equality strands for applications, offers, lettings and refusals	Operations Manager (East)	<del>Data held</del>	<del>December 2008</del>	Ops. Team & Residents Committee
	Revise customer satisfaction data collected for lettings to enable analysis by equality criteria	Operations Manager (East)	<del>Data held on customer satisfaction spreadsheets</del>	<del>December 2008</del>	Ops. Team & Residents Committee
	Review target for number of lettings to BME applicants	Operations Manager (East)	<del>New target agreed</del>	<del>December 2008</del>	Ops. Team & Residents Committee
	Introduce targets for lets to all groups within equality strands	Operations Manager (East)	<del>Targets in place</del>	<del>December 2008</del>	Ops. Team & Residents Committee
	Introduce satisfaction targets for lettings service	Operations Manager (East)	<del>Targets in place</del>	<del>June 2009</del>	Ops. Team & Residents Committee

	e.g. numbers satisfied by each equality strand equivalent to overall levels of satisfaction				
	Evaluate data including performance against targets at Ops. Team quarterly. Report data.	Operations Team	Quarterly Reports produced. Actions recorded	First Reports – Sept 2009	Ops. Team, Residents Committee & Board
<b>Equality Impact Assessment</b>	Complete assessment of lettings policy and procedure and revise accordingly to address issues identified	Audit & Performance Co-ordinator	<del>Policy / procedure revised.</del>  Actions recorded	<del>Assessment completed October 2008.</del> Revised policy to Board December 2008.	Ops. Team, Residents Committee & Board
<b>Increasing access to harder to reach groups</b>	Promote scheme to harder reach groups – organise promotional meetings via the SLA's	Operations Manager (East)	Identified actions implemented – increased participation by people from harder to reach groups	Promotional meetings by <del>end</del> <b>2009</b>	Ops. Team & Residents Committee
	Promote at multi-cultural events / other equality focused events	Operations Manager (East)		<del>Promoting at other events by July 2009 onwards</del>	Ops. Team & Residents Committee
	Establish link to AWAZ and CDN website	Operations Manager (East)	<del>Link established</del>	<del>December 2008</del>	Ops. Team & Residents Committee
	Develop promotional boards for use by other agencies	Operations Manager (East)	<del>Boards provided</del>	<del>January 2009</del>	Ops. Team & Residents Committee

	Send out scheme details to groups identified through E & D partnership	Operations Manager (East)	Details distributed	End 2009	Ops. Team & Residents Committee
	Develop SLA's with supporter agencies	Operations Manager (East)	Agreements in place	October 2009	Ops. Team & Residents Committee
	Work within County partnership to develop sub regional CBL scheme	Operations Manager (East)	Partnership scheme established. Greater access to RSL housing provided to harder to reach groups	Scheme in place September 2010	Ops. Team & Residents Committee

### Access to Services

Key Priority Area	Activity	Accountable Team / Individual	Measure	Timescales	Monitoring
<b>Disability Equality Duty</b>	Develop and implement the requirements around our Disability Equality duty.	HR Director	<del>We will have a robust Disability Equality Statement with a clear three year action plan.</del>	<del>September 2008</del>	Access to Services & HR sub committee Board
<b>Follow up audits of existing sites</b>	Re-inspect all sites. Actions with a high priority are completed and signed off. Look at other priorities and discuss with Managers. Including signage.	Gill Hunter and Lisa Ford	All actions completed	<del>By the end of 2008</del>	Access to Services Group
<b>Conduct access audits of all</b>	Make sure all new	Gill Hunter	All New sites	Ongoing as sites	Access to

<b>new sites</b> <b>Recruit tenants to assist</b>	sites are accessible and meet DDA requirements as they come on line. Including signage		inspected and compliant as they come on line	come into management	Services Group
<b>Accessibility – staffing</b>	Undertake access audits of all Impact workplaces – not just for public access but for potential employee access	Gill Hunter, Lisa Ford	Audit reports on all workplaces – identifying barriers to access for employees / potential employees	All sites to be completed by End December 2009	HR Committee –February 2010
<b>Accessibility - Housing Stock</b>	Make sure all Impact's housing stock is accessible and meets DDA requirements including supported housing. Make sure that we respond to all requests for adaptations in self contained property	Gill Hunter	<del>We are clear that all Impacts stock meets the requirements of the DDA and are accessible –</del> further to comments by Audit Commission – Focus on Supported Housing including Managing Agents properties –	<del>December 2008</del>  Action Plan for all schemes by end of 2011	Access to Services Group
<b>Monitor Access to Services folder</b> <b>Involve service users in this process</b>	Make sure the folder information is up to date and working. Add any new areas needed to improve access	Stephen Wilson	Review. Raise awareness. Ensure managers raise with all staff and new staff when they start.	March 2010 and then annually in March each year	Access to Services Group

	to services		Feedback from service users to inform review		
<b>Make website more accessible for tenants with special requirements</b>	Information is clear on the website and easy to access and understand for all users	Helen Clack Sue Falder	<del>Discuss with customer panel and other users and test the website with customer panel/ other users</del>	<del>Website checked by Action for Blind in December 2008</del>	Access to Services Group
<b>Extend flagging system on IBS to include repairs Review how system is working and if updated</b>	Contractors will be able to respond to the special requirements of our tenants Staff use and update system regularly	Stephen Wilson	<del>Information on IBS reflects tenants needs and contractors are aware of and use the information</del>  Full input of info onto repairs system when data from STATUS completed	<del>End of November 2008</del>  End 2009	Access to Services Group
<b>Check all sites for details of any specialist equipment they keep</b>	Compile a list of any specialist equipment at Impact sites	Sue Falder	Staff are aware of and can access specialist equipment to assist people with a disability	By Sept 2009	Access to Services Group
<b>Skills audit</b>	Compile register of skills staff might have that could be accessed to improve access	HR Director	We know who has a specialist skill in the Organisation to improve accessibility (e.g. Sign language,	By Oct 2009 and then updated annually	Access to Services Group

			second language)		
<b>Record vulnerability/communication needs of all tenants.</b>	Through survey of all tenants, gain an up to date record of all tenants needs and requirements	Stephen Wilson, Sue Falder	We will have an up to date data base of all tenants needs and requirements on the back of the STATUS survey	End of 2009 and then updated three yearly	Access to Services Group
<b>Involve tenants to ensure our services are accessible and information provided is clear and easy to understand</b>	Make sure that we shape our services based on what tenants need to make the service fully accessible	Access to Services Group members	<del>We will have meaningful representation on the access to services group and regular contact with individuals or groups of tenants to explore our services.</del>	By April 2009	Access to Services Group
<b>Identify customers who are not accessing the services and remove any barriers to access</b>	Our service will be available to hard to reach groups	HR Director, Duncan Tilbe	We will be aware of any hard to reach groups and improve access to services and take up from these groups	Plan by end of July 2009 and then implement	Access to Services Group
<b>Disability Awareness briefings for all staff and contractors</b>	Raise awareness of the issues around disability and effective responses to tenants.	HR Director	All staff and contractors will be aware of the needs and requirements of tenants with a disability and will be able to deliver	By End of 2009 and then updates two yearly	Access to Services Group

			the service to meet the needs		
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### Resident & Service User Involvement

Key Priority Area	Activity	Accountable Team/Individual.	Measure	Timescales	Monitoring
<b>Implement Resident Involvement Equality Impact Assessment Plan</b>	Revise implementation dates. Brief staff and committees. Implement	Operations Team/ Resident Involvement Officer	<del>R.I priorities set by late 2008.</del> <del>R.I. Statement reviewed against BP and priorities early 2009.</del> Outcome Objectives set by early 2009. Action Plan in place by mid 2009.	<del>Start late 2008.</del> <del>Complete mid 2009.</del> Review and adopt new plan 2009.	Residents Committee.
<b>Use Customer Profiles to develop Residents Groups.</b>	Review make up of Residents Groups against the profile we develop of all customers.  Identify any under represented groups (from all 6 equality strands)  Carry out recruitment process to Residents Groups to ensure take up from under	Operations & Community Investment Teams	We are aware of the diversity of our residents and service users and we are working to ensure that this diversity is reflected in Residents & Service User Groups.  All residents are happy with opportunities to get involved.	Customer profiles complete early 2010. Assess CPs against profile of Residents & Service User Groups and develop gap analysis early 2010.  Brief residents groups early 2010.  Develop take up and recruitment processes mid	Residents Committee.

	<p>represented groups.</p> <p>Provide training and support to diverse groups.</p> <p>Develop training programme for Residents Groups.</p>		Residents are leading on support to diverse groups	<p>2010.</p> <p>Review progress and adjust late 2010.</p> <p>New plan early 2011.</p>	
<b>Develop Service Level Agreements with service user groups.</b>	Use SLAs with user groups to develop greater engagement	Resident Involvement Officer Operations & Community Investment Team	SLAs are in place and providing benefits that are measured	<p><del>Start in early 2009.</del></p> <p>Develop monitoring and targets mid 2009.</p> <p>Review late 2009.</p>	Operations Team.

### Complaints & Service User Feedback

Key Priority Area	Activity	Accountable Team / Individual	Measure/Outcomes	Timescales	Monitoring & Reporting
<b>Complaints</b>	<p>1. Complete Complaints EIA taking account of all 6 equality strands</p> <p>2. Act on findings of EIA.</p> <p>3. Improve collection of equality monitoring information in respect to all 6 strands</p> <p>4. Improve</p>	Operations Manager (East) & Audit and Performance Co-ordinator	<p>1. Barriers to reporting complaints identified and removed</p> <p>2. Differences in service provision to diverse groups identified and remedial action taken.</p>	<p>By end of 2009</p> <p>By March '10</p> <p><del>By December 2008</del></p> <p>To start January 09</p>	Findings & Recommendations from Complaints EIA to SMT December 08

	complaints monitoring to take account of all 6 strands 5. Set clear targets 6. Report quarterly against all 6 strands and 7. Take identified actions resulting from monitoring and reporting			3rd Quarter reporting Sept 09  Dec 09 onwards	Reports to SMT/Operations/Access Group & Committee  Reporting to Board in line with half yearly Diversity Reporting
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### Harassment (inc. Domestic Violence)

Key Priority Area	Activity	Accountable Team/Individual	Measure	Timescales	Monitoring.
<b>Develop EIA's for Harassment and Domestic Violence.</b>	Identify appropriate model of EIA.  Train staff on use of EIA.  Carry out Equality Impact Assessment.  Use outcomes to feed into policy development.	Duncan Tilbe Penny Scott Debbie Finlayson.	Impact Assessment on Nuisance and Harassment developed and carried out. Impact Assessment on D.V. Strategy developed and carried out.	Identify effective toolkit by late 2009.  Training late to end 2009.  Carry out EIA Early to Mid 2010.  Policy Review Late 2010.  Assess Outcomes to feed into 2011 Annual Plan.	Board and Residents Committee.
<b>Develop County Wide Domestic</b>	Identify funding.	Keith Dobson/ Penny Scott.	Impact Managing county wide IDVA	<del>Presentation to DV/SMB late 2008.</del>	Residents Committee.

<b>Violence IDVA Service.</b>	Set out Business Plan and Funding Bid to be agreed at DVSMB.  Put in funding bid (s)  Develop Team and Policy.		service.  DV Arrest rates up.  Repeat DV offences down.  Active preventative work on education and consciousness awareness.  Cumbria is a safer place to live.	<del>Business Plan developed and agreed early 2009.</del>  Bids in place by late 2009.	
<b>Review Nuisance and Harassment Policy and Domestic Violence Strategy in light of customer profiles.</b>	Ensure that policies fit with needs of customers and service users.  Clear that there are no groups excluded from policy.  Identify further support needs.	Duncan Tilbe/Keith Dobson/Penny Scott	We are aware of the diversity of all of our customers and we enhanced our approach to take this into account.	Review findings early 2010.  Implement changes by mid 2010	Residents Committee.
<b>Develop preventative work on community cohesion</b>	Expand our work with excluded young people by securing additional funding to deliver appropriate curriculum provision and wider youth projects	Lorraine Usher.	<del>Impact continues to provide training, mentoring and advice.</del> Young people engaged in meaningful opportunities	<del>Start 2008.</del> Review progress mid 2009	Community Investment Committee/Residents Committee.

	Promote and expand the involvement of young people in decision making processes	Lorraine Usher	<del>Local communities more cohesive</del>	<del>Start Jan 2009</del>	
	Develop education projects on domestic abuse.	Penny Scott.	<del>Local communities more cohesive.</del>	<del>Start 2008</del>	
<b>Lead housing sub group on domestic abuse.</b>	Identify housing provider and District Council reps.  Develop calendar of meetings.  Develop priorities list.  Agree funding.  Develop plan	Keith Dobson	<del>Housing providers engage in proactive and reactive responses to domestic abuse. Residents feel safer.</del>	<del>Start late 2008. Review progress mid 2009.</del>	DVSMB/Impact Residents Committee.

**Procurement & Supply**

Key Priority Area	Activity	Accountable Team/Individual	Measure	Timescales	Monitoring.
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<b>Suppliers</b>	Incorporate E & D criteria in procurement documentation.	Finance Director	<del>Standard tender clauses in place for use in future procurement</del>	<del>End December 2008</del>	Finance Committee
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	Set up formal monitoring system to assess compliance with performance expectations		<del>performance system and data collection in place</del>		
<b>Contractors</b>	Incorporate E & D criteria in procurement documentation. Set up formal monitoring system to assess compliance with performance expectations	Property Services Manager	<del>Standard tender clauses in place for use in future procurement performance system and data collection in place</del>	<del>End December 2008</del>	Residents Committee
<b>Capital Contracts</b>	Review effectiveness against equality strands annually with contractors and consultants.	Property Services Manager	Feed findings and good practice into next review	2010	Residents Committee
<b>Major Service Procurement</b>	Build in equality strands into contracting process and set up systems	Property Services Manager	<del>Systems in place</del>	<del>December 2008</del>	Residents Committee

	for monitoring progress (as for Capital Contracts)				
<b>Maintenance Contracts</b>	Review procurement methods for all repair / maintenance contracts. Review operation of current arrangements with	Operations Team	Process reviewed and amendments actioned	December 2009	Residents Committee
<b>Maintenance supplies &amp; materials</b>	Review current arrangements with GMProcure within the Cumbrian Sub Partnership	Property Services Manager	Feed findings and good practice into next review		
<b>Sundry Services and Supplies</b>	Identify from the Suppliers / Creditors list the definitive procurement list	Finance Director	Implement annual review of supplier performance on E & D matters – beyond checking key documents	Dec 2009	Residents / Finance Committee
	In parallel with VfM review of suppliers agree changes to procurement to both maximise value and optimise influence in achieving our E & D	Finance Director	Implement annual review of supplier performance on E & D matters	Dec 2009	Residents / Finance Committee

	objectives				
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## Governance

Key Priority Area	Activity	Accountable Team/Individual	Measure	Timescales	Monitoring.
<b>Recruitment Process</b>	Undertake diversity survey of existing board and committee membership	Board Chair & Company Secretary	<del>Board and Committee composition is reflective of local communities</del>	May 2009	Board
	If need to recruit, ensure equality “make-up” of Board is built into recruitment and selection process	Board Chair & Company Secretary	Annual Review at Board	April / May 2009  Continue into future recruitments – to fill where the gaps are	Board (scheduled meeting pre AGM each year)
	Ensure new Board and Committee members agree to adhere to Impact’s commitment to diversity	Board Chair & Company Secretary	<del>“Signing up to Impact Code of Conduct”</del>	After each recruitment process	Company Secretary
<b>Terms of tenure</b>	Ensure finalised terms of tenure are agreed	Governance Review Group / Board Chair & Company Secretary	<del>Agreed proposals for new terms of tenure in place</del>	End December 2008	Board
	Ensure terms of tenure are applied in a non-discriminatory way	Board / Company Secretary	Reviewed at Board	April / May 2009	Board (scheduled meeting pre AGM each year)
<b>Appraisal</b>	Ensure member appraisal process	Board Chair	All Board & Committee	March / April each year (commencing	Company Secretary

	takes account of diversity issues, recognising different contributions of everyone		members have had an appraisal meeting (whether collective or individually)	2009)	
<b>Diversity Training</b>	Ensure all Board and Committee members undertake diversity training at least once during each three year term of office	Board Chair & Company Secretary	All Board and Committee members attended diversity training	First Board Review – October 2009	Board – review of annual member training and development opportunities
<b>Training &amp; Development</b>	Ensure all members have equal access to appropriate training and development opportunities	Board Chair	All Board and Committee members participate in training and development opportunities	First Board Review – October 2009	Board – review of annual member training and development opportunities
<b>Payment of Board &amp; Committee members</b>	Consider whether payments should be introduced	Governance Review Group / Board Chair	<del>Review Group make recommendations &amp; publish report to Board</del>	<del>Report finalised – End October 2008</del>	Board (for approval) December 2008
	Ensure any payments agreed are based on principle of equal pay and are allocated in a non-discriminatory manner	Governance Review Group / Board Chair	<del>Board decision on level of any payments</del>	<del>Any payments to commence from first term of tenure after 2009 AGM / Board meeting</del>	Board review of Governance performance (scheduled meeting pre AGM each year)
<b>Widening</b>	Consider ways of	Board Chair /	Achieved wider	Start February	Board (scheduled

<b>participation of Impact membership</b>	broadening tenant and service user involvement. Broadening membership of customer forums	Operations Director / Community Investment Direct / Audit & Performance Co-ordinator	membership of customer panels and other RI forums	<del>March 2009</del> Customer Forum feedback review Sept 2009	meeting pre AGM each year) & report to 2009 AGM.
<b>Championing Diversity</b>	All Board and Committee members promote the diverse work of Impact in appropriate settings where appropriate	Board or Committee Chairs	<del>Increased recognition of our diverse work – working with minority and socially excluded groups</del>	<del>April 2009 onwards</del>	Appraisal review – Board review
	Identify new Board – “Diversity Champion”	Board Chair	<del>New champion identified and appointed</del>	<del>End December 2008</del>	Board – annually as part of appraisal process
<b>Diversity &amp; Equalities Group</b>	Review whether Impact needs to establish an appropriate working group to monitor in detail progress against Single Equality Action Plan	Governance Review Group	<del>If appropriate – group established</del>	<del>November 2008</del>	Board – for decision – December 2008

### Staffing and Employment

Key Priority Area	Activity	Accountable Team/Individual	Measure	Timescales	Monitoring.
<b>Service Delivery - Equality Impact</b>	Publish EIA schedule for 2009,	HR – HR Director	<del>Detailed schedule to HR Committee –</del>	All areas of schedule to be	HR Committee – October 2009

<b>Assessments</b>	for HR Strategy, Policies, & Procedures		<del>October 2008</del>	completed by December 2009	
	Support other service managers in identifying and undertaking EIA's across the whole organisation	HR Officer	<del>Detailed schedule to Board</del>	<del>All completed by December 2008</del>	Board – December 2009
	Staff training in undertaking EIA's	HR Officer & Senior HR Officer	<del>All appropriate staff to be trained by end February '09</del>	<del>25th February '09</del>	Line Management by HR Director
<b>Accessibility</b>	Undertake access audits of all Impact workplaces – not just for public access but for potential employee access	Access Working Group members	Audit reports on all workplaces – identifying barriers to access for employees / potential employees	All sites to be completed by End December 2009	HR Committee – February 2010
	Pilot increased use of web-based recruitment- (targeting any equality specific sites)	HR – Senior HR Officer	Improvement to current staff numbers in monitored equality areas against current data	Pilot to be running from July to Dec 2009	HR Committee - 1 <sup>st</sup> Quarter 2010
<b>Staff Involvement</b>	Establish Staff Equalities Group	HR Director	<del>Group established and meeting three monthly</del>	<del>Established and had first meeting early '09</del>	Regular Minutes to HR Committee
<b>Employment - Monitoring</b>	Undertake new Staff Diversity Survey	HR Officer & HR Admin. Assistants	<del>Data Collated for report to Summer HR Committee – 2009</del>	<del>End May 2009</del>	HR Committee – June 2009

	Compile a list of key Equality Performance Indicators	HR Director + Audit and Performance Co-ordinator+ HR Officer	All indicators agreed for adoption.	End January '09	HR Committee – June '09
	Undertake analysis of equality breakdown across staff grades and between full and part time posts	HR Officer	Data Collated for report to Summer HR Committee – 2009	End Sept 2009	HR Committee – Nov 2009

### Development and Regeneration

Key Priority Area	Activity	Accountable Team/Individual	Measure	Timescales	Monitoring.
Review Partnering Agreement	Review Success to date & feed into next contract	Property Services Manager	Targets set in Partnering Agreement	End-2008	Residents Committee
Review Development Strategy	Re-scope to include current & projected demographics  Reality check with E&D Groups	Operations Director	Cross reference with CCC profile & projections	End-2008	Residents Committee / Board
Prioritise Future Growth	Assess specialist needs and decide business case	Operations Director	Ensure we meet as far as feasible the Mission Statement principle of "Meeting Greatest Need"	End-2008	Business Plan / Board