

# **Equality Plan for Test Valley (2010 – 2013)**

***‘Recognising the Difference’***

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# Equality Plan for Test Valley (2010 – 2013)

## *'Recognising the Difference'*

### **INTRODUCTION**

We published our first Equalities Scheme in April 2007 setting out our approach to equality and diversity in Test Valley. During the three year life-span of the Scheme, we successfully delivered the action plan contributing in a number of ways to achieving the Council's overall aim to improve the quality of life for everyone in the borough.

But there is still work to do. This, our new Equality Plan for Test Valley, *Recognising the Difference*, explains how we will build on the work we've already done and sets out the steps we will take to bring about further improvement.

### **WHY DO WE NEED AN EQUALITY PLAN?**

The Council is committed to ensuring equality of opportunity for all. As a service provider and an employer we are committed to ensuring fair treatment and equal access to our services, to information and to employment: everyone can expect the same standards of treatment, regardless of their gender, disability, race, ethnic or national origin, age, religion or belief, or sexual orientation.

This Plan aims to make the above statement a reality, making a real difference to people in the borough, particularly the most vulnerable and disadvantaged in our communities.

We have a statutory responsibility to set out how we will meet our legal duties in respect of race, disability and gender. We have decided to produce an Equality Plan which covers all of the requirements under the different pieces of legislation. Having a single document makes it easier for residents, and others, to find the information they need, and makes crucial links between the different equality strands and the actions we plan to take.

'Equality' is not something which happens in isolation and neither is it some sort of 'politically correct' manifesto. This document simply sets out how we, Test Valley Borough Council, as a public body, plan to ensure everyone has access to the same opportunities; how we will remove barriers; and do everything we can to eliminate unlawful discrimination.

More importantly than merely fulfilling our statutory obligations, we need an Equality Plan because we believe it's the right thing to do.

Our action plan (Appendix 1) sets out how we will meet our statutory obligations and the key actions we will take to meet local needs and improve quality of life for everyone, but particularly the most vulnerable in our community. The action plan has been developed using information taken from the extensive series of workshops we carried out with a wide range of different groups in the borough – see details on page 8.

## **WHAT IS EQUALITY AND DIVERSITY?**

**Equality** is all about making sure everyone is treated fairly and given the same opportunities. It is not about treating everyone the same.

**Diversity** is about recognising and valuing individual differences and raising awareness about them.

## **THE COUNCIL'S COMMITMENT TO EQUALITY AND DIVERSITY**

The Council is committed to ensuring equality of opportunity for all. We will:

- ensure equality of opportunity for all
- ensure fair treatment for all
- ensure equal access to services, to information and to employment
- ensure our workforce reflects the make-up of our population
- eliminate unlawful discrimination on grounds of gender, disability, race, ethnic or national origin, age, religion or belief, or sexual orientation for our employees and for service users
- promote good relations between different groups and individuals within our community
- actively seek to address inequality, taking a lead where necessary, to ensure quality services for everyone in the community

The Council has decided to make the following commitments in respect of leadership; service delivery and customer care; employment and training; and, consultation, engagement and scrutiny.

### **Leadership and Corporate Commitment**

The Council will:

- ensure that unlawful discrimination is challenged and addressed
- undertake equality impact assessments (EQIAs) to monitor and review policies, practices and procedures to address any actual or potential discrimination
- provide staff and elected members with training to confidently challenge and tackle discrimination

- monitor the effectiveness of our equality and diversity approach through quarterly reports to Management Team and regular reports to the Overview and Scrutiny Committee.

### **Service Delivery and Customer Care**

The Council will:

- provide quality services which reach all relevant communities
- make sure our communication and consultation policies and procedures take account of equality
- use equality impact assessments to ensure that potential or actual discrimination is removed from policies and practices
- ensure that all Council buildings provide suitable disabled access and comply with the Disability Discrimination Act 1995
- provide language assistance for services, as required.

### **Employment and training**

The Council as an employer will:

- take positive steps to eliminate discrimination in the workforce
- advertise vacancies in appropriate media to target the best available talent and expertise
- provide appropriate training in recruitment and selection
- maintain and develop equality monitoring
- keep all employment policies and procedures under review
- ensure an equal pay structure
- include a diversity workshop in all staff induction
- recognise the role of trade unions in working for equality in employment and services.

### **Consultation, engagement and scrutiny**

The Council will:

- ensure corporate strategies, service plans and policies reflect the needs of our communities
- undertake consultation and engagement with all our communities
- promote our Equality Plan and its action plan
- engage with representative groups, as well as individuals, for advice and information regarding barriers to services and best practice
- ensure that all partners, contractors, agents and suppliers are aware of and adhere to the Council's Corporate Equalities Policy
- use equality impact assessments to determine equality objectives for services

- work towards the 'Achieving' level of the Equality Framework for Local Government.

These commitments are reflected in the action plan in Appendix 1.

## **THE AIMS OF THE EQUALITY PLAN**

The aims of our Equality Plan are to eliminate unlawful discrimination, promote equality of opportunity, value diversity and promote community cohesion. Our action plan (Appendix 1) will help us to meet these aims, secure improvements for everyone and make a real difference to the lives of the most vulnerable and marginalised in Test Valley. This Plan will also place equalities work in context and enable clear links to be made with other key documents. Finally, this Plan aims to make equalities part of the 'day job' – it's not an optional extra. Equality and diversity are key, core parts of everything the Council does.

Our action plan is structured around the following themes:

### **Know our communities**

This is about knowing who our customers are, understanding difference in the community, and providing the evidential base for other work on community engagement, customer care and workforce development.

### **Place shaping, leadership, partnership and organisational development**

This is about strategic leadership, working in partnership to achieve shared goals, and providing evidence of commitment in terms of resources, compliance, engagement and service planning.

### **Community engagement and satisfaction**

This is about involving communities of place *and* communities of interest in decision making and service planning, and giving a voice to those who may be at greater risk of disadvantage.

### **Responsive services and customer care**

This is about providing services which meet the needs of local people and ensuring fair access to services, information and opportunities, and ensuring that EQIAs, procurement and commissioning and processes for monitoring access are robust.

### **Modern and diverse workforce**

This is about how the authority understands the local workforce market and the barriers some groups may face, and how workforce planning can play a key role in promoting equality and celebrating diversity.

## **OUR STATUTORY DUTIES**

The Race, Disability and Gender Equality Duties require public bodies such as the Council to have 'due regard' to the need to eliminate discrimination and to promote equality. There are similarities under each of these equality duties, for example, shared duties to assess and consult on the impact of proposed policies, monitoring existing policies and monitoring key employment processes.

There are a number of specific equality requirements under each duty. For example there is a requirement under the race equality duty to promote good relations and to list functions that are likely to affect people differently depending on their ethnic group. Under the disability equality duty there are requirements to treat disabled people preferentially if necessary in order to deliver equality, to involve disabled people in the development of the disability equality scheme, and to promote positive attitudes towards disabled people. Under the gender equality duty we must consult stakeholders and take account of relevant information to determine our equality objectives.

We also have an obligation to prevent discrimination and harassment on the grounds of age, religion or belief, and sexual orientation.

The details of our statutory duties and the relevant legislation are included in Appendix 2.

## **DIVERSITY IN TEST VALLEY**

Test Valley enjoys the benefits of a diverse population in a mainly rural area covering 250 square miles of west Hampshire. Half the total population lives in the main towns of Andover and Romsey. The 2008 population estimates by the Office for National Statistics put the borough's population at 115,400, up by 4.8% since the 2001 Census.

The number of residents from other black and minority ethnic groups is small and some groups, such as Gypsies and Travellers, are harder to reach than others. We are working hard with representatives and individuals from these groups and newer communities to strengthen links and establish ongoing relationships. We also encourage all our residents to make their views known through the 'My Test Valley' citizens panel.

### **Gender**

Women make up 51.2% of the population of Test Valley, although there are more women in the older age brackets: for example, 56.7% of over 65s are women and 74% of over 85s are women. 35.4% of TVBC Councillors are women, and two out of seven Cabinet members are women.

## **Age**

18.2% of our population is under 15 years, and 16.3% is over 65. 2.3% of our population is aged over 85 years and this is expected to grow over the next 20 years.

## **Disability**

In November 2008, 1.8% of people in Test Valley claimed Incapacity Benefit, and 0.3% claimed Severe Disablement Allowance. Of these claims:

- 40.8% for mental or behavioural disorders
- 14.9% for muscoskeletal disorders
- 10.1% for nervous system disorders
- 7.5% for injury or poisoning
- 5.6% for respiratory or circulatory disorders
- 20.8% for other disorders

In November 2008, 2.99% of the borough's population claimed Disability Living Allowance. This was an increase of 30 people since August 2008. Of these DLA claimants:

- 52.3% were male and 47.6% were female
- 17% were under 16 years
- 30.8% were over 60 years
- 65.9% had claimed for 5 years or more
- 52% received the Higher Rate mobility award
- 24% received the High Rate care award

In June 2007, the Council's public perception survey asked respondents if they had a disability which affected their normal day to day lives – 17.4% said 'yes'. The same survey also asked if respondents were registered disabled – 10.3% said 'yes'. In the 2001 Census, 6.1% of the population said they were not of good health.

## **Ethnicity**

The percentage of people in Test Valley from Black & Minority Ethnic (BME) communities has increased from 4.3% in 2001 to 6.78% in 2007 (this figure includes 'White Other' data).

- 8.9% of pupils in Test Valley schools are from a BME background

- 61 different languages are spoken in Test Valley schools, and 3% of pupils have English as an additional language
- 0.8% of children in Test Valley schools are from Gypsy Roma or Irish Traveller backgrounds

Very little data is available regarding the number of Gypsies & Travellers in the borough at any one time. The 2007 Summer Term Traveller Questionnaire includes details of Gypsies and Travellers attending Test Valley maintained schools, and at that time there were eight children from the Gypsy community, four from the showman community and one new Traveller – a total of 13.

However, this data only counts children, who have families (possibly extended families) living with them, so numbers of Gypsies, Travellers and showmen in Test Valley are likely to be significantly higher (Information from EMTAS, Hampshire County Council, Spring 2009).

## **Religion**

79.5% in Test Valley have a religious belief or faith, and of those who professed a religious belief, 98.3% said they were Christian. Andover Muslim Group has around 500 members, the majority of whom are from Bangladesh – 0.4% of people with a religious faith are followers of Islam in Test Valley. 20.5% of the population have no religion or did not state a religion (data from 2001 Census).

## **Sexual orientation**

0.13% of people in Test Valley are estimated to be lesbian or gay ('same sex household' data from 2001 Census).

## **Transgender**

There are no reliable statistics about the numbers of transgender people in the UK. The most recently published information (Gender Identity Research and Education Society: Gender Variance in the UK, June 2009) suggests that there are small numbers of people in Hampshire who have presented with gender dysphoria, i.e. seek medical treatment. There may be significant numbers of individuals who choose to live as their preferred gender without seeking medical treatment, or choose to self-medicate.

We have established that there is a small transgender community within Test Valley, and, as a public service, we need to be mindful of how we will meet their varied needs.

## **LEADERSHIP - MANAGING EQUALITIES IN TEST VALLEY**

### **Equality Board**

Equality and diversity work at the Council is overseen by the Equality Board, led by a Corporate Director. Membership includes four elected Members, the Strategic HR Manager and the Housing Manager, who also chairs the Equality Group. The Board sets the strategic direction for equalities in the Council, and holds the Equality Group to account for delivering against the action plan and the Equality Framework for Local Government.

The Equality Plan is approved by Cabinet, and the Board reports against its action plan to the Overview and Scrutiny Committee.

### **Equality Group**

The Equality Group is chaired by the Housing Manager, and is made up of representatives from each service in the Council. The Group has responsibility for delivering against the equality action plan and for taking the Council to the 'achieving' level of the Equality Framework.

The Group is also responsible for monitoring equality impact assessments and making sure each service carries out their EQIAs according to the agreed corporate timetable. Finally, each Group member has a role in promoting equality and diversity within their service.

### **Critical Friends' Group**

The Critical Friends' Group (CFG) provides a quality assurance check for equality impact assessments in the Council. The CFG also provides help and guidance to those carrying out EQIAs, and runs training sessions when necessary.

## **INVOLVING LOCAL PEOPLE**

As part of the development of the Equality Plan we ran workshops with Youth Express (Andover Youth Council), Southern Older People and Carers, Northern Older People's Forum, Allsorts Youth Group (Romsey), Muslim Women's Group, Youth in Romsey and Steps Youth Group (Andover). We also held a Disability Involvement Day in October 2009 and met with an individual from the transgender community.

We asked participants to tell us what was important to them in their area, in their leisure time and in relation to communication and access issues. We also asked people to identify barriers and to suggest some ways in which we could begin to remove barriers and improve access.

## **Keeping people involved**

First of all, we will provide clear feedback to everyone who took part in the engagement events – letting participants know what we've done with the information, how it has informed our action plan and how it has been shared with partners.

We hope that this is the beginning of an on-going dialogue with groups and individuals in Test Valley, and we use these initial contacts to look for ways that residents can be more involved in challenging the work we do and developing the work over time. To engage as many people as possible, and to protect confidentiality where necessary, we will make use of 'virtual' forums as well as face to face meetings and events.

We will repeat the Disability Involvement Day in autumn 2010, and aim to make this an annual forum for disabled people in Test Valley to make their views heard. Hopefully, we can work with partners to expand the discussion areas, and get disabled people involved in the planning of the day. We will also hold workshops and meetings with other groups to ensure as many people as possible can have their say.

We are actively promoting My Test Valley – the Test Valley Partnership's citizens' panel – to all our residents, but especially to those who may be excluded or find it difficult to have their views heard. We publicised the Panel at our disability day event and have actively promoted the Panel via the Askalot shop in Alamein ward.

Finally, we will engage staff throughout the process, making the best use of their knowledge and contacts, but also drawing on their own experiences as individuals who work for, and may live in, Test Valley.

## **EMPLOYMENT & PAY**

We have an Equal Opportunities in Employment policy which sets out our Equal Opportunities Statement and good practice standards in respect of recruitment and selection, training and development, pay grading and conditions of service, disability, and recording, monitoring and reviewing information.

We also have a Dignity at Work policy in respect of harassment and bullying which clearly states that all employees have the right to be treated with respect and dignity, and they, in turn, have a responsibility to treat colleagues and customers with the same.

Test Valley Borough Council has a standard retirement age of 65 although all employees can request to stay on indefinitely beyond that age.

The Council also has a policy on stress management, and this is part of the annual personal development discussion which every employee has with their line manager. The Council is committed to equal pay, and commissioned an equal pay review in November 2008, which gave the Council a clean bill of health in respect of equal pay.

The Test Valley staff profile is included in Appendix 3 and the Equal Opportunities in Employment and Dignity at Work policy statements are included in Appendix 4.

## **LINKS WITH CORPORATE PRIORITIES**

Ensuring equality and promoting diversity is a key theme running through the Corporate Plan, the Council's strategic plan for 2007-11, and underpins our Vision to be an organisation of excellence committed to improving the quality of life for all the people of Test Valley.

One of our corporate Values, our ongoing commitment to high standards in everything we do, is Inclusiveness – we value diversity, promote equality of opportunity for all, and ensure that our services are accessible to everyone in Test Valley.

## **EQUALITY FRAMEWORK FOR LOCAL GOVERNMENT**

The Council is committed to working through the Equality Framework for Local Government (EFLG), the replacement for the old Equality Standard. Test Valley is currently at the 'developing' level (the first level of three), and we aim to be an 'achieving' authority by March 2011. We plan to undergo an external peer assessment after that date, and we will strive to be an 'excellent' authority under the Framework by 2015.

## **COLLECTING AND MONITORING INFORMATION**

We collect and monitor information as part of our recruitment and appointment processes, and we endeavour to keep staff information up-to-date. We will monitor, analyse and report on the effects of policies and services on different ethnic groups, men and women, people with disabilities and people in different age groups. Monitoring on sexual orientation and religion may be undertaken *where necessary and appropriate*.

We collect information about our residents through the complaints system, through our customer relationship management (CRM) system, and through feedback mechanisms such as My Test Valley and service-specific feedback forms.

We collect this information to allow us to understand who is using our services, and to help us to determine what their needs are. As a public body we have statutory obligations to promote equality of opportunity in terms of race, disability and gender - collecting information is a key part of how we ensure we are meeting these duties. All data is held securely and is kept confidential.

## **PERFORMANCE INFORMATION**

The Council has adopted a number of corporate performance measures in respect of equality. Additional service performance indicators will be developed and published as part of the ongoing work to meet the 'Achieving' level of the Equality Framework for Local Government.

- Percentage of top 5% earners that are women
- Percentage of top 5% earners from black and minority ethnic communities
- Percentage of top paid 5% staff who have a disability
- The percentage of authority buildings open to the public in which all public areas are suitable for, and accessible to, disabled people
- Building resilience to violent extremism
- Percentage of people who believe people from different backgrounds get on well together in their local area
- Percentage of people who feel that they belong to their neighbourhood
- Fair treatment by local services

We will publish details of our performance against these indicators in the Equalities Annual Report and quarterly on our website where available and appropriate.

## **EQUALITY IMPACT ASSESSMENTS**

Our equality impact assessments are overseen by the Equality Group. A rolling three-year timetable has been published, with the emphasis on more strategic EQIAs to which more resources can be devoted, and outcomes are more meaningful, resulting in real, positive change. The timetable is included in Appendix 5.

All new policies, procedures, plans, strategies and projects are subject to EQIA at the outset to determine any potential negative impact on any of the equality strands – all seven equality strands are included in our EQIA process. Existing policies and procedures are subject to EQIA as part of the regular process of refresh and review. This process enables the Council

to assess the impact of our activities on different groups, and to identify where improvements are needed.

In order to make the most effective and efficient use of our resources, we concentrate our efforts on those services and areas which have the greatest potential impact on service users, and those areas which have significant strategic importance to the organisation. We have also placed an emphasis on discretionary service areas.

Where appropriate, EQIAs are also carried out on proposals being put forward to Cabinet. An electronic form is being developed which leads report authors through a series of questions to determine whether an EQIA is necessary, and whether an EQIA screening or full report is needed. Links have been made with the risk management assessment and sustainability appraisal to make the process simpler.

## **EQUALITY AND PROCUREMENT**

We aim to ensure workforce equality and diversity through our procurement practice, suppliers and contractors, and we aim to use procurement to deliver effective equality and diversity through contract monitoring.

As a major purchaser of goods, services and works, the Council recognises the opportunity this provides to influence the equality agenda through procurement. The Equality Framework for Local Government (EFLG) sets out a series of criteria regarding procurement, for example equality objectives written into contracts, contract monitoring and mechanisms for reviewing the needs of users.

There is also an expectation that equality and diversity will be included throughout the procurement process from pre-qualification to final contract. We are committed to ensuring that our major suppliers and contractors share our equality and diversity values.

## **WHAT HAVE WE DONE SO FAR: SUCCESS STORIES**

### **Achieved Level 2 of the Equality Standard for Local Government**

The Council achieved Level 2 of the Equality Standard for Local Government.

### **Information Days in Andover and Romsey for new communities**

We have held Community Information Days for newcomers to the Andover and Romsey areas whose first language is not English. These events, put together by the Community Development team, proved very popular, with over 70 people coming to the Guildhall –

including Polish, Portuguese, Hungarians and Slovaks. Organised by Test Valley Borough Council and Test Valley Community Services, a wide range of other agencies also took part including Hampshire Police, Testway Housing, the Citizen's Advice Bureau, the Job Centre, and the Library Service to provide information and advice to members of the public that came along. Polish, Portuguese and Slovak interpreters were available on the day to make sure that everyone could make good use of the information available.

### **Q&A booklet for all staff**

We produced a Q&A guide to equalities which was distributed to all staff and members. The booklet gives a brief overview of the Equality Duties as well as providing guidance to individuals about how they can make a difference. Links to information are also included. More information is also available on the Council's intranet.

### **Half-day diversity workshop for all new staff**

All new staff attend a half-day diversity workshop which introduces them to equality and diversity in Test Valley. The interactive session concentrates on the impact that behaviour and language can (unwittingly) have on others, and how this impact can result in discrimination and disadvantage. Feedback from participants has consistently been excellent.

### **DVDs for training and awareness-raising**

The Council invested in a series of equalities DVDs for use by all services. The DVDs can be used in a number of ways and are primarily a tool to stimulate discussion and raise awareness of some sensitive issues.

### **EQIA process – committee reports, Critical Friends Group, quarterly reports to OMT, training**

The equality impact assessments are well on their way to being embedded within the Council. All reports which require a decision from Cabinet or Council must undertake a screening process to determine whether or not an impact assessment is required.

The Critical Friends Group (CFG) oversees impact assessments, provides quality assurance and offers support to services. The CFG also reports quarterly to the Management Team on progress against the published impact assessment timetable. Finally, the CFG offers training on the impact assessment process for all committee report authors.

### **Councillor involvement**

In a key demonstration of our commitment to equalities, Cllr. Hawke, portfolio holder for Housing, Health & Communities and Member Champion for equality and diversity, is an active member of the Equalities Board. Three other Councillors sit on the cross-party Board.

Councillors were invited to take part in a theatre-based training workshop in December 2009 – an enjoyable, and thought-provoking, session.

### **Information in alternative formats available**

Many of the Council's publications are available in alternative formats on request. Test Valley News is available on tape for visually impaired people. The Big Word translation service is available throughout the Council and a Minicom is also available for the Deaf and hard of hearing. Various tools are available on the Council's website to ensure maximum accessibility, such as Dixerit

### **Recruitment**

Highlighted in the Recruitment EQIA, most of our job adverts are placed in the job centre to enable as many people as possible to have access to employment with TVBC.

### **Community Development**

TVBC host a Black and Minority Ethnic (mental health) community development officer who is funded by HCC and PCT. Her role is to engage with Black and Minority Ethnic communities in order to build capacity both within the communities and with service providers, especially in health and social care.

An example of the work being undertaken by the community development worker was the World Tea Party event held in January in Andover. Over 250 people attended the event, where a range of food and activities representing Muslim, South American, Indian and Central and Eastern European cultures was available. Workshops included belly dancing, salsa, drumming workshop, Arabic writing, and henna tattooing.

### **Cultural Diversity Forum**

The Council facilitates and chairs a Cultural Diversity Forum that brings together a wide number of agencies across Test Valley, including the Primary Care Trust, Mental Health teams, Fire & Rescue Service, Police and a range of voluntary organisations. The Forum highlights the needs of our ethnic minority residents, and works with agencies to ensure these residents are better able to access their services.

The community development officer has worked with a number of community organisations representing residents from different ethnic minorities, including Cross-link (Central and Eastern European) and the Muslim Society, to develop community events and look to address particular needs they may have. Ongoing work includes identifying a space that can be used as a place of worship for the Muslim Society and developing sports activities for young people.

## **Library drop-in**

From September 2009 the Community Development Officer re-launched the 'drop in' service at the library, which provides an opportunity for BME residents to meet with the CDO and share any issues or concerns they have with regard to accessing services and their involvement in the community. Where relevant, these issues will be reported back to the Cultural Diversity Forum and the Council. The library drop in will run in conjunction with an evening community session. Run as a social activity, this will also highlight needs and areas where our services may need to be altered. Combined, these sessions will provide an invaluable opportunity for the Council to involve residents from a diverse range of backgrounds in the design and delivery of our work.

## **Leisure Centres**

Concessionary fees are offered for juniors, older people, disabled people and students, and people in receipt of benefits, and disabled people's 'helpers' are free. The following specific sessions are offered:

- 50+ swim
- Teen fitness
- "Fitclub" in Romsey for 5-16 year olds
- Aqua Bump, Pre- and Post-Natal fitness
- Post natal yoga in Romsey
- Peter Pan
- Youth nights for 12 -15 year olds and 8-11 year olds, including pool sessions and sports activities and 'chill out', for example Wii activities and dance mats.

A range of sports activities are offered at sports facilities across the borough.

## **Health Walks**

Regular Health Walks are organised with an experienced guide to lead people of all ages and fitness levels over a walk of about three miles. Health Walks have recently been started in Alamein ward from the Askalot shop. They are also held in North Baddesley, Stockbridge, Wellow and Valley Park.

**Allsorts** is a youth club for young people with disabilities, run through Youth in Romsey, which is also responsible for the Healthy Living project which has the following aims:

- To promote and improve the mental health and well being of young people in Test Valley by providing opportunities to access information, advice and support;
- To increase the confidence and self-esteem of young people in Test Valley by improving their social skills, enabling them to develop their full potential;
- To improve co-ordination and focus on young people's services;
- To involve local communities in the sustainable development of their young people.

### **The Turnaround Smokefree Project**

This project aims to raise awareness of the harmful effects of passive smoking, encourages smokers to smoke outside of their homes and runs alongside Quit4Life programmes should people wish to quit.

### **The Lights**

The Lights is a purpose-built, fully accessible venue for entertainment and the arts. There is level access throughout, induction loops in the auditorium and arena hall, and Braille and Moon language on all facility doors. Carers' tickets are free when accompanying a disabled person to the venue. Selected shows have tickets available under the 'C4 free' scheme for 16-25 year olds.

Programme translation is offered on request, and a culturally diverse programme of events is available, for example Bollywood Dance for all the family, belly dancing classes, street and urban dance courses.

### **Interfaith Calendar**

The Council was delighted to support the Interfaith Calendar project, featuring artwork by pupils from schools in the borough.

## APPENDIX 1 - ACTION PLAN

### 1. Knowing your communities

This is about knowing who your customers are, understanding difference in the community, and providing the evidential base for other work on community engagement, customer care and workforce development.

	Action	Outcome(s)	Completion date	Officer(s)
1.1	Pilot a young people's page in TV News, highlighting positive stories	<ul style="list-style-type: none"> <li>• More positive attitudes by the community towards young people</li> </ul>	2010	Sal Wright Christine Brown Equality Group
1.2	Organise a multi-cultural festival in Test Valley to celebrate the diversity of the population	<ul style="list-style-type: none"> <li>• Greater understanding of different communities in Test Valley</li> <li>• Improved relations between people of different ethnic groups</li> </ul>	2012?	Madina Boyo-Jalloh Equality Group L&W
1.3	Develop corporate policy on equality monitoring	<ul style="list-style-type: none"> <li>• Improved monitoring of service users and their needs</li> <li>• Better understanding of the local community</li> <li>• Staff are equipped to explain to customers why we collect the information and what we use it for</li> <li>• Staff are confident in dealing with issues in relation to equality monitoring</li> </ul>	June 2010	Catherine Hegerty Equality Group
1.4	Develop the role of the Councillor youth champion to work with young people	<ul style="list-style-type: none"> <li>• Increased visibility of the positive attributes young people bring to the community</li> <li>• More appropriate involvement by young people in decision-making</li> <li>• Young people feel a greater sense of belonging in their community</li> </ul>	September 2010	Louisa Rice Equality Board Corporate Director
1.5	Produce an equality profile for Test Valley, which is regularly updated, and available on TV Screen and the website	<ul style="list-style-type: none"> <li>• Better understanding of the local community</li> </ul>	June 2010	Catherine Hegerty

		<ul style="list-style-type: none"> <li>• Improved monitoring of service users and their needs</li> <li>• Services have information available to use in their planning and budget-setting processes</li> </ul>		Equality Group
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## 2. Place shaping, leadership, partnership and organisational development

This is about strategic leadership, working in partnership to achieve shared goals, and providing evidence of commitment in terms of resources, compliance, engagement and service planning.

	Action	Outcome(s)	Completion date	Officer(s)
<b>2.1</b>	Successfully move to the 'achieving' level of the Equality Standard for Local Government	<ul style="list-style-type: none"> <li>Increased recognition amongst staff and Members of the importance of equality and diversity in Test Valley</li> <li>Public recognition for our equality work</li> </ul>	March 2011	Equality Board Equality Group
<b>2.2</b>	Review Council grants process to ensure the process makes a positive contribution to the Council's equality work, and that organisations receiving grants must demonstrate a commitment to equality and diversity	<ul style="list-style-type: none"> <li>Increased awareness of equality and diversity issues amongst the voluntary and community sector</li> <li>Increased awareness of the importance of these issues for us</li> <li>A more transparent and accessible grants process</li> </ul>	March 2011	HH&C Equality Group
<b>2.3</b>	Continue to ensure that all Council buildings, and buildings from which the Council provides a service, are accessible by carrying our regular audits to ensure, as a minimum, compliance with DDA legislation	<ul style="list-style-type: none"> <li>Improved access for disabled people and others with physical access issues</li> <li>Improved service delivery</li> <li>Improved participation by disabled people in their community</li> </ul>	ongoing	Estates & Economic Development
<b>2.4</b>	Improve the standard equality clause in contracts, and include equality in the Pre-Qualification Questionnaire	<ul style="list-style-type: none"> <li>Appropriate consideration is given to equality issues in contract management procedures</li> <li>Improvements to procedures for potential contractors and suppliers</li> </ul>	March 2011	Janet Barrett
<b>2.5</b>	Provide Equality Impact Assessment training on a regular basis for officers who write reports and are responsible for	<ul style="list-style-type: none"> <li>Improved understanding of the</li> </ul>	June 2010	Critical Friends Group

	<p>carrying out EQIAs in their service</p>	<p>process and benefits of carrying out EQIAs</p> <ul style="list-style-type: none"> <li>• Improved and more effective services designed to meet the needs of users</li> </ul>		
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### 3. Community engagement and satisfaction

This is about involving communities of place *and* communities of interest in decision making and service planning, and giving a voice to those who may be marginalised or at greater risk of disadvantage.

	Action	Outcome(s)	Completion date	Officer(s)
<b>3.1</b>	Develop our links with existing youth forums and youth Councils and include young people's forums within our list of consultees for major decisions	<ul style="list-style-type: none"> <li>• Young people feel greater sense of belonging in their community</li> <li>• Increased (and better) involvement by young people in decisions which affect them</li> </ul>	June 2010	Sal Wright
<b>3.2</b>	Investigate how young people can be become involved with Test Valley Partnership in an appropriate and meaningful way	<ul style="list-style-type: none"> <li>• Young people feel greater sense of belonging in their community</li> <li>• More appropriate involvement by young people in decision-making</li> </ul>	March 2011	James Moody
<b>3.3</b>	Carry out a consultation exercise with different groups to look at publicity and communication for different activities, particularly leisure activities for young people and older people	<ul style="list-style-type: none"> <li>• Improved understanding of the sort of communication people would like from TVBC</li> <li>• Improved awareness and take-up of activities on offer</li> <li>• Information is appropriate for the intended audience</li> <li>• More opportunities to use our publications to promote positive attitudes towards different groups in the community, particularly disabled people</li> </ul>	March 2011	Equality Group Christine Brown
<b>3.4</b>	Give more publicity to the opportunities for residents to be involved in decision-making and to have their say	<ul style="list-style-type: none"> <li>• Increased participation in public life by different groups</li> <li>• Residents feel more informed and empowered to take part in the decision-making process</li> <li>• Residents feel that their views are listened to and take in account</li> </ul>	March 2012 (ongoing)	Equality Group Christine Brown

<b>3.5</b>	Analyse all consultation by equality group	<ul style="list-style-type: none"> <li>• Improved understanding of service users and their needs</li> </ul>	April 2010	Equality Group All Services
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#### 4. Responsive services and customer care

This is about providing services which meet the needs of local people and ensuring fair access to services, information and opportunities, and ensuring that EQLAs, procurement and commissioning and processes for monitoring access are robust.

	Action	Outcome(s)	Completion date	Officer(s)
4.1	Continue to undertake and publicise Access Audits (e.g. in Andover and Romsey town centres)	<ul style="list-style-type: none"> <li>Improved physical accessibility for disabled people and others with mobility issues</li> </ul>	March 2013 (ongoing)	Transport Planners Equality Group
4.2	Publicise and improve the mechanisms for reporting hate crime / incidents	<ul style="list-style-type: none"> <li>People are more confident in reporting crimes / incidents</li> <li>Improved ability to deal with those which occur</li> <li>Increase prevention work with both potential victims and perpetrators?</li> </ul>		Gary Tallett
4.3	Improve information about what can (and cannot) currently be recycled, and target publicity at specific groups to improve recycling rates	<ul style="list-style-type: none"> <li>Increased recycling rates</li> <li>Better awareness of 'reduce, reuse and recycle'</li> <li>Overall reduction in household waste</li> </ul>	March 2011 (ongoing)	Environment Service
4.4	Better, targeted publicity for assisted bin collections, and improved, more accessible application form	<ul style="list-style-type: none"> <li>Improved service for most vulnerable residents</li> <li>Improved satisfaction with waste collection services</li> </ul>		Environment Service Equality Group Christine Brown
4.5	Determine demand for and investigate opportunities to provide specific swim and leisure sessions for different groups	<ul style="list-style-type: none"> <li>Increased access to leisure facilities for specific groups</li> <li>Improvements to health and wellbeing</li> </ul>	March 2011	L&W Valley Leisure
4.6	Review and target improved publicity about disabled access to The Lights, including communicating with taxi companies and customers when they book tickets, and improving information on the website	<ul style="list-style-type: none"> <li>Increased satisfaction with the venue</li> <li>Increase in disabled people using the venue</li> </ul>	September 2010	The Lights Equality Group
4.7	Investigate opportunities for providing dance / drama	<ul style="list-style-type: none"> <li>Increased participation in the arts</li> </ul>	March 2011	L&W

	workshops for young people with learning difficulties / disabilities, including funding opportunities		<ul style="list-style-type: none"> <li>by excluded groups</li> <li>Improved confidence amongst young people</li> <li>Improved range of leisure activities for target groups</li> </ul>		Connexions Icknield School
<b>4.8</b>	Continue to provide high quality non-web based services, according to identified need		<ul style="list-style-type: none"> <li>Inclusive services for all groups in Test Valley irrespective of their ability to access / use a computer, literacy skills, or ability to get to a TVBC office</li> </ul>	ongoing	Equality Group
<b>4.9</b>	Promote ways to encourage social contact for older people, in partnership with relevant organisations (e.g. board game sessions)		<ul style="list-style-type: none"> <li>Improved social contact for older people</li> <li>Increased opportunities to develop new skills and stay mentally active</li> </ul>	March 2011	L&W
<b>4.10</b>	Provide clear monitoring processes and quality assurance procedures for all Equality Impact Assessments		<ul style="list-style-type: none"> <li>Improved EQIAs</li> <li>Increased user participation in service design</li> <li>Services which meet the needs of users</li> <li>More involvement by service users, and by equality groups</li> </ul>	April 2010	Critical Friends Group
<b>4.11</b>	Improve publicity for translation and interpretation services available including The Big Word, Language Line		<ul style="list-style-type: none"> <li>Better access to services for those for whom English is not a first language</li> </ul>	June 2010 (ongoing)	Equality Group
<b>4.12</b>	Establish and maintain a list of language skills by staff		<ul style="list-style-type: none"> <li>Staff have opportunities use additional skills at work</li> <li>Improved access to services for those for whom English is not a first language</li> </ul>	June 2010 (ongoing)	HR
<b>4.13</b>	Provide opportunities for volunteering for young people with learning disabilities		<ul style="list-style-type: none"> <li>Increased participation in the community by excluded groups</li> <li>Improved confidence amongst young people</li> </ul>	January 2010 (ongoing)	L&W Connexions Icknield School

4.14	Use the information from the Gypsies and Travellers Housing Needs Survey to inform future site provision for Gypsies and Travellers	<ul style="list-style-type: none"> <li>• Improved range of leisure activities for target groups</li> <li>• Expanded work opportunities in the future</li> </ul>	ongoing	Brian Cowcher
		<ul style="list-style-type: none"> <li>• Improved accommodation opportunities for Gypsies and Travellers</li> <li>• Improved relations between different communities</li> </ul>		

## 5. Modern and diverse workforce

This is about how the authority understands the workforce market and the barriers some groups may face, and how workforce planning can play a key role in promoting equality and celebrating diversity.

	Action	Outcome(s)	Completion date	Officer(s)
5.1	Improve our arrangements for collecting monitoring information on staff on a regular basis	<ul style="list-style-type: none"> <li>The organisation has a clearer understanding of the profile of its staff</li> <li>Any under-representation of certain groups within the workforce can be investigated and addressed, as appropriate</li> <li>Our workforce better reflects the community it serves, leading to be more responsive and appropriate services</li> </ul>	ongoing	Equality Group Jessie Bell
5.2	Develop an appropriate programme of training and ongoing development in equality issues for all staff	<ul style="list-style-type: none"> <li>All staff have a better understanding of communities in Test Valley</li> <li>All staff can provide better services to everyone in the community</li> <li>Staff are equipped with tools to deal with situations</li> <li>Staff have the opportunity to develop new skills</li> </ul>	March 2013	Equality Board Equality Group
5.3	Provide appropriate procurement training for officers involved in contract letting, including contract monitoring	<ul style="list-style-type: none"> <li>Officers involved in contract management have skills to ensure equality issues are addressed during the procurement process</li> </ul>	March 2011	Janet Barrett
5.4	Ensure that all Council staff are aware of, and encouraged to make use of, opportunities to improve their health and wellbeing	<ul style="list-style-type: none"> <li>Reduced sickness absence</li> <li>Increase in staff morale</li> <li>Improved performance and better</li> </ul>	September 2010 (ongoing)	Fit4Work Equality Group HR

<b>5.5</b>	Undertake regular equal pay audits	services for residents	2011	Jessie Bell Equality Group
<b>5.6</b>	Continue to publicise the interview guarantee scheme for disabled applicants and make clear our commitment to equal opportunities in recruitment	<ul style="list-style-type: none"> <li>• Confidence that the Council is meeting its equal pay obligations</li> <li>• More disabled people applying, being interviewed and being appointed to the organisation</li> <li>• More representative workforce</li> <li>• Applications (and appointments) from some excluded and marginalised groups increase</li> </ul>	June 2010 (ongoing)	HR Equality Group

## APPENDIX 2

Public bodies have general and specific duties under each of the Equality Duties.

Race Equality Duty	Disability Equality Duty	Gender Equality Duty
<p><b>A general duty to:</b></p> <ul style="list-style-type: none"> <li>• eliminate unlawful racial discrimination</li> <li>• promote equality of opportunity</li> <li>• promote good relations between persons of different racial groups</li> </ul>	<p><b>A general duty to:</b></p> <ul style="list-style-type: none"> <li>• eliminate unlawful discrimination</li> <li>• promote equality of opportunity between disabled people and other people</li> <li>• promote positive attitudes towards disabled people</li> <li>• eliminate harassment of disabled people that is related to their disability</li> <li>• encourage participation by disabled people in public life</li> <li>• take steps to meet disabled people's needs, even if this requires more favourable treatment</li> </ul>	<p><b>A general duty to:</b></p> <ul style="list-style-type: none"> <li>• eliminate unlawful discrimination and harassment</li> <li>• promote equality of opportunity between men and women</li> </ul>
<p><b><i>There are also specific duties to support the Council in delivering the general duties</i></b></p>		
<p><b>A Race Equality Scheme must:</b></p> <ul style="list-style-type: none"> <li>• list functions that are likely to affect people differently depending on their ethnic group</li> <li>• include an action plan to say how we will assess any new policies and how we will consult people, including staff, about them</li> <li>• include an action plan to say how we plan to monitor all our policies and make sure that we are not putting people from some ethnic groups at risk</li> <li>• publish the results of our consultation, assessments and monitoring</li> <li>• make sure that everyone can obtain information about our activities and services</li> <li>• train our staff in their responsibilities under the duties</li> <li>• review the Scheme at least every three years</li> </ul>	<p><b>A Disability Equality Scheme must:</b></p> <ul style="list-style-type: none"> <li>• state how disabled people have been involved in developing the Scheme</li> <li>• include an action plan</li> <li>• detail arrangements for gathering information about our performance on disability equality</li> <li>• state how we will assess the impact of our activities on disability equality and improve these when necessary</li> <li>• detail how we are going to use the information gathered, in particular in reviewing the effectiveness of our action plan and preparing subsequent schemes</li> <li>• report annually on progress</li> <li>• take the steps set out in the action plan within three years</li> <li>• make arrangements for gathering information in relation to employment</li> <li>• review the Scheme every three years</li> </ul>	<p><b>A Gender Equality Scheme must:</b></p> <ul style="list-style-type: none"> <li>• demonstrate how the Council will meet its general and specific duties and set out its equality objectives</li> <li>• consider the need to include objectives to address the causes of any gender pay gap</li> <li>• detail how we will gather and use information on how our policies and practices affect gender equality in the workplace and in the delivery of services</li> <li>• consult stakeholders (i.e. employees, service users and others, inclusion trade unions) and take account of relevant information in order to determine its gender equality objectives</li> <li>• assess the impact of our current and proposed policies and practices on gender equality</li> <li>• implement the actions set out in the scheme within three years, unless it is unreasonable to do so</li> <li>• report against the Scheme every year and to review the scheme at least every three years</li> </ul>

### APPENDIX 3 - EMPLOYEE PROFILE

<b>MARCH 2007</b>	
<b>Total: 597</b>	
<b>Males</b>	<b>Females</b>
304 (50.9%)	293 (49.1%)
<b>Ethnic origin</b>	
Asian	0
Black African	0
Bangladeshi	1
Black British	4
Black Caribbean	0
Black Other	0
Chinese	1
Indian	2
Pakistani	0
White British	573
White Other	8
Other	0
Not found	8
<b>Age</b>	
Up to 20	3
21 - 24	43
25 - 29	62
30 - 34	64
35 - 39	48
40 - 49	158
50 - 59	161
60 - 64	45
65 and over	12
Not found	1
<b>Employees declaring that they are disabled</b>	
19	

<b>MARCH 2009</b>	
<b>Total: 549</b>	
<b>Males</b>	<b>Females</b>
284 (51.7%)	265 (48.3%)
<b>Ethnic origin</b>	
Asian	0
Black African	0
Bangladeshi	1
Black British	3
Black Caribbean	0
Black Other	0
Chinese	0
Indian	2
Pakistani	0
White British	534
White Other	0
Other	0
Not found	9
<b>Age</b>	
Up to 20	4
21 - 24	26
25 - 29	61
30 - 34	48
35 - 39	61
40 - 49	137
50 - 59	148
60 - 64	45
65 and over	14
Not found	5
<b>Employees declaring that they are disabled</b>	
18	

- 48.3% of TVBC employees were women (March 09)
- 37.7% of TVBC staff aged 50 or over (March 09)
- 2.46% of employees at TVBC were from an ethnic minority (March 09)
- Top-earners (top 5%) at Test Valley Borough Council in 2008/09:
  - 39% were women
  - 0% were from a BME group
  - 3.57% had a disability

## **APPENDIX 4**

### **Equal Opportunities in Employment Policy Statement**

Test Valley Borough Council bases its employment practices on the concept of equality of opportunity. As an equal opportunity employer the Council opposes all forms of discrimination or unfair treatment. All employees and job applicants will be treated fairly and will not be disadvantaged by any condition or requirement which cannot be shown to be legitimate, proportional and justifiable.

This principle will apply to recruitment, training, promotion, career management, dismissal, transfer and all other benefits, terms and conditions of employment. All possible steps will be taken to ensure that individuals are treated equally and fairly and that decisions relating to employment practices are based solely on objective and job related criteria.

The Council will take all practical steps to facilitate the employment and continued employment of people with disabilities.

The Council will ensure that all employees are aware of their individual responsibilities to apply this principle in practice to promote fair treatment and prevent disadvantage. The effectiveness of the policy will be monitored by the collection of appropriate data by the Head of Human Resources who will report annually to Committee.

An employer is liable for the discriminatory acts of employees carried out within the course of their employment, whether or not these acts have the approval, or are known about by the employer. The Council will treat seriously all cases of discrimination, bullying, harassment and victimisation. Where necessary, disciplinary action will be taken which may include dismissal.

### **Dignity at Work Policy Statement**

Test Valley Borough Council is an equal opportunity employer and bases its employment practices on the concept of equality of opportunity. It is committed to openness and fairness to all employees and members of the community. It recognises that the contribution of employees will be most effective in conditions which are free of unnecessary anxiety, stress and fear and that these conditions are more likely to flourish in an environment which respects the rights of individuals and is concerned with maintaining their dignity at work.

The Council recognises that whatever the form of harassment, it will be unwanted behaviour, which is unwelcome, unpleasant, undermines people's dignity and has a negative impact on morale, performance and the provision of services. For these reasons it will not be tolerated.

It is every employee's responsibility not to practice or encourage any form of behaviour which may be viewed by others as harassment or bullying. Employees can do much to discourage harassment or bullying by making it clear they find such behaviour unacceptable, by refusing to collude in any way when it occurs and, by supporting colleagues who suffer such treatment and are considering making a complaint.

Managers are expected to exercise leadership in this field by discouraging prejudice and by role-modelling appropriate behaviour. Legitimate management practice should not be confused with harassment or bullying, for example, the issuing of instructions in appropriate situations, dealing with poor performance. The Council will ensure that all managers and employees are aware of their individual responsibilities to promote open and fair treatment and to prevent disadvantage and discrimination. The Council will treat seriously all cases of discrimination, victimisation, harassment and bullying. Where necessary, disciplinary action will be taken which may include dismissal. We will regularly review our policies and practices to make sure that they are appropriate and operating effectively.

**Further detailed information on the Equal Opportunity in Employment and the Dignity at Work Policies & Procedures is available on request on or via TV Screen.**

## APPENDIX 5 - EQUALITY IMPACT ASSESSMENT TIMETABLE

High priority - 2009/10; Medium priority - 2010/11; Low priority - 2011/12

	Priority	Year	Officer
<b>CORPORATE</b>			
Customer Access	M	2010/11	Paula Staff
Communications	M	2010/11	Christine Brown
Consultation	M	2010/11	James Moody
IT Strategy	L	2010/11	Chris Sellen
<b>CHIEF EXEC</b>			
Workforce Strategy	M	2010/11	HR
HR policies and procedures	L	2011/12	HR
Complaints	L	2011/12	Tracy McKenzie-Robinson
Managing the Test Valley Partnership	L	2011/12	James Moody
<b>FINANCE</b>			
Procurement Strategy and function	M	2010/11	Janet Barrett
Anti-fraud policy	L	2010/11	Jan Balfour
<b>LEGAL &amp; DEMOCRATIC</b>			
Elections and electoral registration	M	2010/11	Michael White
Licensing – all	M	2010/11	Michael White
Local Land Charges	M	2010/11	Michael White
Committees / Members' Support / Mayor	M	2010/11	Michael White
<b>PLANNING POLICY &amp; TRANSPORT</b>			
Parking Service	M	2010/11	Lesley Hottinger
Project implementation including Highway Agency Functions	M	2010/11	Steve Raw/ Ray Alborough
Policy preparation – Local Development Framework	L	2011/12	Graham Smith
Policy Advice	L	2011/12	Steve Lees
<b>PLANNING &amp; BUILDING SERVICE</b>			
Providing advice, guidance and determination of planning applications, tree-works and listed buildings consent	L	2011/12	Paul Jackson
Buildings Regulations	L	2011/12	Paul Jackson
<b>ENVIRONMENTAL SERVICES</b>			
Household refuse and recycling collections	M	2011/12	Dan Smyth
Special collections – bulky waste, green waste	M	2011/12	Dan Smyth
<b>ESTATES &amp; ECONOMIC DEVELOPMENT</b>			
Asset Management Strategy and function	L	2011/12	Mark Lambert
Selection of market traders and tenants of vacant properties	L	2011/12	Christine Cole / Katie Gurd
<b>REVENUES SERVICES</b>			
Access to the Revenues service, including Visiting Officers	H	2009/10	Helen White & Janice Broomfield
Benefit take-up	H	2009/10	Janice Broomfield
Discretionary housing payments	H	2009/10	Janice Broomfield

	Priority	Year	Officer
<b>LEISURE &amp; WELLBEING</b>			
Sports and Recreation Strategy	H	2010	Louisa Rice / Luke Cope
Green Space Strategy	H	2010	Kev Harrington / Louisa Rice
Child Protection Policy	H	2010	Louisa Rice
Romsey Sports Centre	M	2010/11	Louisa Rice / Luke Cope
Andover Leisure Centre	M	2010/11	Louisa Rice / Luke Cope
The Rapids	M	2010/11	Louisa Rice / Luke Cope
The Depot	M	2010/11	Louisa Rice / Luke Cope
Knightwood Leisure Centre	M	2010/11	Louisa Rice / Luke Cope
Charlton Lakeside	M	2010/11	Louisa Rice / Luke Cope
Allotments Rules & Regulations	M	2010/11	Kev Harrington / Louisa Rice
Burials Rules & Regulation	M	2010/11	Kev Harrington / Louisa Rice
The Lights	L	2011/12	Heather Whittam / Louisa Rice
Play Strategy	L	2012/13	Louisa Rice / Luke Cope
<b>HOUSING, HEALTH &amp; COMMUNITIES</b>			
TV Homes	H	2009/10	Keith Sutcliffe
Homelessness: determinations and applications; temporary housing; rent deposit scheme	M	2010/11	Keith Sutcliffe/ Karen Thorburn
Community development strategy and function	M	2010/11	Lucy Buis
Crime and Disorder Reduction Partnership	M	2010/11	Garry Tallett
Policies and practices in - gypsies and travellers	L	2010/11	Brian Cowcher
Environmental Health requests for service	L	2011/12	Carol Ruddle
Environmental Health inspections	L	2011/12	Carol Ruddle
Environmental Health consultations	L	2011/12	Carol Ruddle
Environmental Health investigations	L	2011/12	Carol Ruddle

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