

SEEDA Disability Equality Scheme

4 March 2010

SEEDA Disability Equality Scheme.

This document is also available in alternative formats and other languages.

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1. **Introduction.**

1.1 **Mission and objectives.** Following extensive consultation, SEEDA is undergoing substantial re-structuring to create a leaner organisation to deliver business investment, productivity and innovation to the Regional Economic Strategy (RES).

Our focus for the future will be on programmes to support business that are based on innovation, high growth and productivity improvements; economic policies and intelligence to underpin our strategic influence; and a single Area Team supporting our five Area Directors and their Deputies who will be the link to local economies. We will aim for impact on key South East economic sectors in order to maximise inward investment, international trade, innovation and growth in our high value sectors:

- Environmental technologies;
- Advanced engineering and marine;
- Aerospace and defence;
- Life sciences and health technology;
- ICT and digital media;
- Financial services.

We will continue to prioritise areas of the South East where we can deliver the most impact, including the eight Diamonds for Investment and Growth¹, the Ashford Growth Area and three ongoing regeneration programmes in Hastings and Bexhill, Dover and Margate. We will continue our focus on helping the region's transition to a low carbon economy so that South East businesses derive the economic benefits.

Our immediate priorities during the next 12 months are:

- A re-energised Foreign Direct Investment (FDI) programme with a shift towards high value projects and growing links to Universities and the research base.
- Implementation of the Innovation Strategy, focusing business interventions where major impact is demonstrated and driving deals to deliver the infrastructure that businesses need to grow, from broadband to world class research facilities.
- Achieving recognised and demonstrable impact on the economies of priority places across the South East through a small number of key interventions bringing together FDI, innovation and business infrastructure.

1.2 **Functions.** Annex A provides the functional structure following completion of the re-structuring by April 2010. Changes in remit, handover of responsibilities, transfer of previous staff and recruitment means that SEEDA is virtually a new organisation. This provides opportunity to embed equality and diversity from the outset.

1.3 **Commitment.** Our commitment to inclusivity is contained in the SEEDA Values statement (Annex A): "We strive to be a valued and trusted partner, operating with integrity and promoting equality and diversity as a core part of all of our values."

1.4 **Responsibilities and accountabilities.** A nominated SEEDA Board member is the corporate equalities champion and chairs the Equality Advisory Panel. While the Chief Executive retains overall accountability, the Group Executive Director for Strategy and Resources is responsible for equality and diversity across the organisation and its activities, supported by the Finance and Performance Director.

¹ Basingstoke, Brighton & Hove, Gatwick Diamond, Milton Keynes & Aylesbury Vale, Oxford / Central Oxfordshire, Reading, Thames Gateway Kent, Urban South Hampshire.

1.5 Disability achievements. A recent report described progress of our Equality Schemes under SEEDA's previous structure (www.seeda.co.uk). Significant achievements include:

- Formation of the Equality Advisory Panel of key staff plus external specialists;
- Updating of the equality data tool;
- Pass porting Equality Duties to relevant sub-contractors;
- Inclusive Enterprise Action Plan;
- Diversity Training for Knowledge Transfer Networks;
- Promotion of equality best practice in built environment development projects;
- Support for businesses with diverse owners through competefor;
- Funding the disability-specific Accentuate project;
- An Equality Impact Assessment (EIA) of SEEDA's "Fit for the Future" re-structuring.

1.6 Purpose. The purpose of this new Scheme is to publish a timetable of evidence-based actions necessary for SEEDA to continue to meet its General Duties (Annex B) in relation to disability equality. It forms a model for our Single Equality Scheme (SES).

2. Priorities for Action/Disability Objectives.

2.1 Priority function areas. During this transition period, we decided priorities for action based on those Directorates that:

- Have their functions fully developed so far;
- Will be central to SEEDA's future role; and
- Are likely to have high relevance and significance for disabled people.

These Directorates are:

- Finance and Performance;
- Transition;
- Regional Strategy;
- Business Programmes;
- Communications;
- People and Organisational Development.

Our SES, including the remaining Directorates, will be completed in September 2010 using this foundation.

2.2 Disability priorities. The priorities most relevant to the equality of disabled people are set out below. Some actions anticipate the SES and include other diversity groups. The Action Plan (Annex F) provides further detail of the timescales, milestones and measurable outcomes plus other second priority actions.

2.3 Strategic leadership, governance and monitoring of progress.

2.3.1 Interim Equality Plan. This plan reflects the priorities of the re-structured SEEDA and will enable us to achieve our overall objective of maximising the future economic impact, reach and effectiveness of our high growth strategy and mainstream programmes by harnessing the good practice benefits of equality and diversity. The plan has four key interrelated actions, each with top level responsibilities:

- Develop and communicate (internal and external) SEEDA's organisational policy statement on equalities.
- Use equality and diversity to support and drive SEEDA's primary objective of high economic growth.
- Embed equality and diversity into SEEDA's main outward facing programmes of economic development and support activity.

- Develop SEEDA's internal tools and mechanisms so that it has the ability to deliver its principal equality and diversity business objective.

To coordinate and systemise its thinking and delivery, SEEDA will develop an over-arching SES for the organisation that is tightly targeted, highly relevant to SEEDA's Fit for the Future focus and deliverable across the organisation in a sustainable way.

2.3.2 Structural priorities. Additional priorities in our mainstreaming approach are integration of equality actions in to Directors' quarterly Statements of Internal Control and the SEEDA Business Plan. The recently appointed Policy and Europe Director will lead on all SEEDA policy development in the future and associated EIAs. Additionally, we will review procurement processes so that all contracts for which suppliers fulfil a public function on our behalf include general and Specific Equality Duties. Consistent monitoring processes will be used by contract managers, coordinated by the Programme Office.

2.4 Finance and Performance.

2.4.1 Funding allocations. Funding for SEEDA in the future is likely to be in the order of £xxm pa that will be broadly spent in the following proportions:

- eg 30% on business programmes;
- xx % on regeneration or similar.

We seek to ensure the proportion of disabled people benefiting from this public funding reflects the relevant proportions within the South East.

2.4.2 Diversity information. The Regional Customer Relationship & Management Information System (RCRMIS) being developed will be central to future data capture relating to delivery programmes. The RCRMIS is currently in Phase One of its launch – focused on Business Link. Subsequent phases will manage the roll-out to other teams in SEEDA. We intend that future SEEDA-wide phases take into account the capture of qualitative and quantitative information for diversity groups. The specification is therefore likely to include:

- Disaggregated diversity monitoring data on, at least, disability, race and gender;
- Reasonable adjustment needs where appropriate;
- Other individual needs;
- Programme/project specific information (eg business majority ownership).

A further priority is to require that reports on the progress and completion of future SEEDA funded projects and programmes include information as to how such have contributed to the fulfilment of our General Equality Duties. This will provide further evidence for inclusion in future Annual reports and the SES. All of this will enable us to demonstrate the linkage between equality considerations and improved performance.

2.5 Transition.

2.5.1 Activities completing/transferring. Some projects originating from the previous SEEDA structure and remit ranging from building and development to regeneration and science and innovation campuses remain running. The majority will either complete or be handed over to new SEEDA Directorates in March 2010; a few will complete in 2011/12. Projects already have a process of independent assessment for the Certificate of Completion for ensuring compliance with contractual requirements such as Building Regulations and other specifications relevant to disabled people.

2.5.2 Diversity information. Priority is to request that completion reports include information about how the project has contributed to SEEDA's General Equality Duties. Those programmes remaining from the previous SEEDA remit will also close or be handed

over to other Directorates. For the latter, our priority is to ensure that relevant diversity information is included in those handovers. Other previous SEEDA responsibilities are being transferred to a range of regional Boards and we have requested confirmation as to how equality and diversity will be included in the new regional architecture.

2.6 Regional Strategy.

2.6.1 Inclusive Strategy. The Regional Strategy developed by SEEDA in partnership with Local Authorities replaces the RES and will guide activities, programmes and use of funding throughout the South East until 2031. We recognise that people from diverse backgrounds can contribute to the success of our high growth initiatives. Both the project and consultation plans for the Strategy development already include disability and other diversity considerations such as specification of relevant data requirements, provision for the EIA of the Strategy plus identification of community/diversity groups to be included in the consultation process.

2.6.2 Diversity information. Part of our “Fit for the Future” re-structuring identified the need for centralisation of data, including diversity information. The SEEDA equality data tool was updated in 2009 but may require further refinement/replacement to ensure that it meets the needs of our new Directorates. This resource will inform EIAs and ensure that performance information used is current and consistent across the organisation. This is a high priority and our research and programme evaluation protocols will also be subject to EIAs. All of this will contribute to assessment of overall performance and governance plus the development of the SES.

2.7 Business Programmes.

2.7.1 Government policy. Much of the work of this Directorate is governed by policies and strategies developed at a national level and therefore reflects EIAs undertaken by the respective Departments. Examples include the Business Support Simplification Programme, the Government’s Enterprise Strategy 2008, the Innovation and Skills White Paper 2009, New Industry, New Jobs 2009 and Partnership for Growth 2009.

2.7.2 Inclusive Enterprise (EI). SEEDA recognises that fostering Inclusive Enterprise supports our region’s economic performance as we emerge from the current financial situation. Increasing economic inclusion via accessible and appropriate publicly-funded business support makes sound business sense, as well as providing wealth creation opportunities for communities that have experienced social exclusion in the labour market. SEEDA’s Inclusive Enterprise Action Plan is based on analysis of data to establish priority groups (including disabled people) and sets four over-arching objectives:

- Ensure all publicly-funded business support in the region is as relevant and accessible as possible.
- Develop a strong regional advocacy role in order to raise awareness and understanding, and to inform and educate key regional stakeholders.
- Develop a strong strategic role to influence key partners to embed the IE agenda within their own plans for both policy and delivery.
- Within SEEDA, play a lead role in accessing and using improved robust current data and information in suitable form to support future strategy/policy development.

The Inclusive Enterprise stakeholder Steering Group will include disabled people so that their experience and views can contribute to implementation and monitoring of the EI Plan.

2.7.3 Sub-contracted delivery. The Business Programmes Team is responsible for the delivery of a range of business support, engagement and innovation programmes – several of which are new functions. The Directorate delivers primarily through sub-

contracted activity so a key consideration is the contractual obligations that are placed on suppliers that are performing public functions on our behalf.

- Our goal is that all services/programmes offer appropriate interventions by ensuring robust design and implementation for all customer groups. Suppliers of the various services are required to inform SEEDA on behavioural, cultural and developmental solutions affecting priority groups including, as appropriate, disabled people.
- We have pioneered the inclusion of a specific contract clause passing General and Specific Equality Duties to the new Business Link supplier and seek to introduce this clause into other contracts.
- The further development of the RCRMIS will support our priority of gathering more information about the impact on disabled people of the Continuous Employment Support and Manufacturing Advisory Services plus the Designing Demand and Tourism Programmes. The Directorate will subject all future programmes to EIAs so that tender specifications and contracts can be adjusted as necessary and that General and Specific Equality Duties are included.

2.7.4 Accentuate. SEEDA jointly funds this programme with the charity, the Legacy Trust UK. Accentuate will provide significant opportunities for disabled people during the next two years and forms an important part of our contribution to the 2012 Olympic Games (see Annex E). We are therefore giving high priority to further refining the delivery of the programme and supporting activities to achieve maximum success and benefit for disabled people through tackling disadvantage, raising aspiration and celebrating excellence.

2.8 Communications.

2.8.1 Effective two-way communications. SEEDA is committed to ensuring that information about our activities and expenditure of public funding is available to all residents across the Region and that disabled people are involved in consultation. Our website has already achieved the AA standard, documents are available in alternative formats, accessibility of venues is confirmed through a standard checklist and disability organisations are included in consultation activities. However, further improvement is possible as we undertake an EIA of the new Communications Strategy. A comprehensive series of actions and reviews are planned.

2.8.2 Promoting positive attitudes towards disabled people. We will also pro-actively seek examples of disabled people benefitting from SEEDA activities in order to fulfil our duty to promote positive attitudes towards them. This will contribute to our external media relations and internal staff communications.

2.9 People and Organisational Development.

2.9.1 Mainstreaming. In relation to our employees, our top priority is to embed and mainstream disability plus other diversity considerations in all our activities to support the performance of the Agency. This will be achieved by including equality and diversity responsibilities, outputs and competences in the Job Descriptions of all Directors and senior managers. We will then provide induction and specific training to equip each member of the workforce with the required level of competence to optimise performance.

2.9.2 Maintain track record. Sound training and effective policies (many of which have already been subject to EIAs) will contribute to SEEDA's record of nil incidents of disability discrimination and most staff agreeing that they are treated with fairness and respect.

2.9.3 HR practices. Our workforce resourcing policies and practices, including those that are out-sourced, will be reviewed so that we can progressively increase the proportion

of self-declared disabled people employed by SEEDA. Alongside, we will review both provision of reasonable adjustments for staff plus overall disability monitoring.

2.9.4 Staff involvement. The Access2SEEDA group within the workforce has been re-invigorated to provide a focus for involvement of disabled staff for relevant EIAs.

3. Gathering and analysing information.

3.1 Data. Annex D provides some headline disability information gathered from the equality data tool and other sources; Annex E provides information about SEEDA staff from routine monitoring and the Cultural Survey.

3.1.2 South East population and economic growth. The South East is home to over 8.3 million people, making it the UK's most populated region. It is also one of the most prosperous regions in the UK. Despite this, SEEDA recognises that there are sections of our communities experiencing significant barriers to economic activity and meaningful enterprise. Our continued prosperity depends on a flexible skilled labour force, new ideas for business, constant innovations, and engaged and productive people. Successful regions are those which get the biggest contribution to the economy from their people.

3.1.3 Business programmes. The Inclusive Enterprise Action Plan gives priority to disabled people (and others) because:

- Experience tells us that disabled people are twice as likely to consider self-employment as non-disabled people. (push factors mean that starting a business may be their only route to work). There are currently 1.2 million disabled people in the UK who are available for and want to work. Employment rates vary greatly according to the type of impairment a person has: only 23% of people with mental health problems are in employment. Furthermore, the average gross hourly pay for disabled employees is £10.68 compared to £11.74 for non-disabled employees.
- There are nearly 1.4m disabled people in the South East region, with the largest numbers in the inner and coastal areas. People with disabilities can be highly motivated to achieve and are receptive to support that is tailored to their needs. Two thirds (66%) of disabled people who owned businesses would be happy to accept business support from an external provider. This is significantly higher than the proportion of all SMEs on average (53%)².

3.1.4 SEEDA staff.

- **Data.** While the re-structuring recruitment continues, the proportion of SEEDA staff who declare themselves to be disabled people has declined from 5% in 2008 to 4% in January 2010. The data also indicates that the ratio of self-declared disabled staff is lower than the South East. Consequently, we seek to improve levels of self-declaration, review the diversity of our staff resourcing strategy and increase training for managers of disabled staff.
- **Survey.** Responses to the Cultural Survey before the re-structuring indicated that most SEEDA staff agreed that they were treated with fairness and respect, and recognised the Agency's commitment to equality and diversity. However, a lower proportion of respondents agreed that the organisation was actively implementing actions to drive equality and diversity. Disabled respondents had lower perceptions across these three survey questions.

² BL Theme Paper: People with Disabilities (PWD) Managed Businesses – Mar 2008. BL Insights

3.2 Involvement. Our plans for involving disabled people in consultation on the Regional Strategy, Business Programmes and other function areas are described throughout this Scheme and will be demonstrated in the SES. Meanwhile, we involved SEEDA staff at a specific meeting in January 2010. This comprised a cross section of disabled staff and others that have care responsibility for people who are disabled. Joint Staff Council members, SEEDA employee workforce representative group and Trade Union members. Attendees were briefed on the aim of the DES and asked to comment on potential future actions. The outcomes were:

- Agreement of the actions and respective priorities contained in Annex F.
- Agreement that the Access2SEEDA group could provide a valuable asset for the organisation in drawing on the experience and enthusiasm of disabled staff, others interested in disability issues and, in time, staff from other diversity groups. The group will be led by the People and Organisational Development Director, reflecting senior commitment to and support of its activities. He has already identified funding and development opportunities that will enable group members to act as equality and diversity advocates throughout SEEDA. A programme of activities and meetings is being developed to enable an on-going exchange of ideas (Annex E).

3.3 Gathering further information.

3.3.1 Additional information. While we have a range of basic information, we seek more current, consistent and relevant evidence on the link between disability (and other diversity considerations) and performance. Priority initiatives are described above and in the action plan.

3.3.2 Public involvement. We will use two initial methods of involving and consulting diverse people on priority activities and in the development of the forthcoming SES:

- **Inclusive Enterprise Steering Group.** This group will comprise those interested in or already receiving business support with membership drawn from people with disabilities and from other diversity groups. Using this framework, we will use members' expertise and contacts to:
 - identify additional people and organisations who can contribute;
 - identify alternative means of engagement;
 - expand the group and its remit to provide involvement and consultation on other SEEDA activities and the forthcoming SES and Regional Strategy.
- **Accentuate.** As described above, this programme has particular significance for disabled people in the Region. It already has an established "Our View" group that we will support and use to gain further understanding of disabled people and their priorities relevant to SEEDA.

3.3.3 Staff involvement. The Access2SEEDA group plus staff surveys will provide quantitative information in addition to regular monitoring of workforce data. Our internal "SEEDA Matters" news update will be used to promote and disseminate diversity information throughout the staff. SEEDA's intranet will also be a key tool in achieving this: with the DES and associated policies plus minutes of the Access2SEEDA group published on the intranet readily available to all staff.

4. Equality Impact Assessments (EIAs).

4.1 Process. Our current approach to EIAs (www.seeda.co.uk) includes initial screening of all policies and practices for their relevance to disability equality and their proportionate benefit/impact for disabled people. Those that are relevant are subject to a full EIA.

4.2 **Controls.** SEEDA ensures that such assessments are systematic and robust by (insert statement along the lines that no policy can be approved or implemented without an EIA plus details of how such is documented/monitored).

4.3 **Future action.** Many EIAs have already been completed and more are included in Annex F. Those required for other Directorates will be included in the SES Action Plan.

4.4 **Influence of EIAs.** An example of how EIAs have prompted change is the new clause and specific diversity requirements included in future Business Link provision plus our intention to extend this to other similar invitations to tender and contracts.

5. **Action Plan.** The Action Plan (Annex F) is a realistic timetable of activities in relation to disabled people across our priority Directorates. Outcomes can be measured through quantitative or qualitative evidence and the milestones will enable SEEDA to monitor progress. Each action and outcome is designed to make a demonstrable improvement in relation to one or more of SEEDA's General Disability Duties.

6. **Publishing, Reporting and Reviewing.**

6.1 **Publication.** This Scheme will be published and well sign-posted on the SEEDA website by 4 March 2010 and be available in a range of alternative formats. SEEDA seeks to use the publication and subsequent reports as one means of promoting the equality of disabled people and demonstrating the impact of SEEDA's role.

6.2 **Reporting.** Annual reports on the progress made on our priorities and the Action Plan plus information gathered regarding disabled people will be included in the SEEDA Corporate Annual Report published in July each year. These reports will also include the reasons and changes to the Plan needed to rectify any shortfall in progress. The Scheme and its Action Plan will be embedded in the SEEDA Business Plan which is subject to regular monitoring by both the Executive and the SEEDA Boards.

6.3 **Review and revision.** This Scheme will be reviewed and included in the SEEDA SES by 30 September 2010. The SES will be fully revised and updated by September 2013 at the latest.

Functional structure of SEEDA

1. **SEEDA Board.** The Board provides the strategic leadership of the organisation and includes a member with corporate lead on diversity issues. Members are recruited and appointed by the Department for Business, Innovation and Skills.
2. **Executive Board.** Led by the Chief Executive, this Board includes:
 - Group Executive Director of Operations and Executive Director (Business Development) whose functions include business support programmes and sector interventions. The Executive Director of Enabling Infrastructure leads on physical development work.
 - Group Executive Director of Strategy and Resources plus Executive Director (Strategy) whose functions include ensuring that area-based and strategic policy work is closely aligned with the business agenda; responding to the opportunities for local economies; providing high-level expertise and leadership in sustainable economic development; providing support services.

3. **Other Directors.** The functions of SEEDA are indicated by the range of Directors detailed below.

Operations. Those responsible to the Group Director of Operations are:

- Hastings Project Director
- Business Critical Infrastructure Director
- Science Innovation and Technology Programmes Director
- Sector Development Director
- Transition Director
- Business Programmes Director
- Development Director (x3)
- Investment Director
- Pathway to Zero waste Director

Strategy and Resources. Those responsible to the Group Director of Strategy and Resources are:

- Area Directors (x5)
- Policy and Europe Director
- Regional Strategy Director
- Regional investment Director
- Low Carbon Economy Director
- Communications Director
- Finance and Performance Director
- People and Organisational Development Director.

4. **SEEDA Values Statement.**

We strive to be a valued and trusted partner, operating with integrity and promoting equality and diversity as a core part of all of our values:

- **Impact.** We focus on delivering results, through expert interventions, advice and deal-making.
- **Expertise.** We bring experience and knowledge, to maximise our impact and learn from successes.
- **Innovation.** We work creatively to build the global competitiveness of the region.
- **Collaboration.** We operate as valued and trusted partners, both internally and externally.

November 2009

Disability General Duties and Social Model.

1. **The Disability Equality Duty (DED – also known as the General Duty).** The Duty requires SEEDA to:

- **A. Promote equality of opportunity between disabled persons and other persons.** This means that SEEDA needs to be pro-active and mainstream consideration of disability issues in its strategic thinking and decision making. As a result, SEEDA should be ensuring that disabled people are not disadvantaged and that their opportunities and outcomes are proportionate to, and comparable with, those of non-disabled people.
- **B. Eliminate discrimination that is unlawful under the Act.** This reinforces SEEDA's legal duty to prevent any less favourable treatment or victimisation of disabled people. SEEDA must also make reasonable adjustments by anticipating the needs of service users and staff.
- **C. Eliminate harassment of disabled persons that is related to their disabilities.** This requires SEEDA to take action to prevent direct abuse, comments or actions that make disabled people feel uncomfortable, intimidated or degraded.
- **D. Promote positive attitudes towards disabled persons.** SEEDA will avoid negative language or images suggesting that disabled people can be ignored, that they are less important than non-disabled people or that they should be pitied. Instead, SEEDA will challenge assumptions and celebrate the achievements of disabled people.
- **E. Encourage participation by disabled persons in public life.** The way in which SEEDA operates and recruits for relevant forums with public representation will fully cater for disabled people.
- **F. Take steps to take account of disabled persons' disabilities, even where that involves treating disabled persons more favourably than other persons.** It is a mistake to think that equality can be achieved by treating people alike. Often disabled people will need more support than non-disabled people to overcome barriers and disadvantages. Hence a disabled person may need reasonable adjustments so that they have the same opportunities or the same outcomes as non-disabled people.

2. **Social Model.** This Scheme is based on the social model of disability. This means that people are disabled by negative attitudes and assumptions, physical and social barriers rather than their impairments or medical conditions. So, to achieve better equality of opportunity for disabled people, SEEDA has to change its attitudes, structures (including policies and practices) and activities that create barriers. This DES therefore requires SEEDA to review all those policies and practices, discover the barriers and train staff. One of the best ways of finding out what causes inequalities and problems is to ask disabled people themselves. This is a key part of the DES.

Information Gathered.

1. UK population.

- **Population and economic activity.** There are around 10m disabled people in the UK population - around 18%. Of these some 6.8m are of working age (around 20%). However, only about 3.4m (about 50%) are economically active while a further 1.7m want to work. Self-declaration of disability can be low as many people (66%) do not use this description of themselves according to survey by the Office for Disability Issues.
- **Demographics.** Propensity for disability increases with age: some 9% of adults aged 16-24 are disabled people while this increases to around 44% of adults aged over 50. The national demographic trend of increasing numbers of older people is therefore likely to result in a proportionate increase in disabled people.
- **Skills and qualifications.** It is generally recognised that disabled people have lower qualification levels than non-disabled people. This links with research placing many disabled people on the “wrong” side of the digital divide. As the majority (70% according to DWP) acquire their disability during their working lives, most will have some work experience to draw upon.
- **Location.** Disabled people are more likely to live in deprived areas.
- **Business ownership.** There is limited data on business ownership by disabled people although the Employers Forum on Disability has estimated that 13% of working disabled people are running their own businesses/self-employed. It has also been estimated that there are about half a million businesses run by disabled people in the UK and that a nominal 175,000 (10%) of those who want to work would be willing to start a business. This could represent a potential market for SEEDA business programmes of around 50,000 existing businesses owned by disabled people and a further 15,000 potential business start-ups. The latter figure is likely to be maintained year-on-year as there tends to be a continuous number of people acquiring disability each year. It has been assessed that disabled people who work are proportionately more likely to be self-employed/run a business than non-disabled people who work.

2. **South East population.** The South East is home to over 8.3 million people, making it the UK’s most populated region. It is also one of the most prosperous regions in the UK. Despite this, SEEDA acknowledges that there are sections of our communities still experiencing significant barriers to entering economic activity and meaningful enterprise. Comprehensive data is at 4 and 5 below.

- **Economic activity.** There are currently over 925,000 economically inactive people in the South East. People who are economically inactive are those who are out of work, and who are either not seeking work or are unavailable to start work, they can usually be split into those who want a job and those who do not³. Of these, there are an estimated 247,000 disadvantaged or under-represented individuals, who want to work⁴ (Labour Force survey Feb 2008). In addition to disabled people (see below), around 310,000 people from under-represented groups say they want to work but experience serious barriers to economic engagement, for whatever reason. This presents a considerable and untapped economic opportunity for the

³ <http://www.lsc.gov.uk/Jargonbuster/Economically+inactive.htm>

⁴ The definition ‘work’ includes the following forms of economic activity: self-employment, business ownership, paid work, formalised volunteering.

South East which needs to be addressed through business support and other initiatives.

3. **South East disabled population.**

- **Population.** There are nearly 1.4m disabled people in the region, with the largest numbers in the Inner and Coastal areas⁵. Male and female Incapacity Benefit (IB), Disability Living Allowance (DLA) claimants and/or those with work limiting disabilities are highest in number and, generally, highest as a proportion of the resident working age population in the Coastal area. The numbers of Incapacity and DLA claimants across all age groups are highest in the Coastal area⁶. It should be noted that DLA does not preclude claimants from working and that, likewise, work-limiting disability does not necessarily preclude all work.
- **Economic activity.** There are 63,000, people on long term sickness who want to work (ONS) i.e. 37% of the 170,000 people claiming Incapacity Benefit. Although the ratio of disabled to non-disabled employment rates in the South East was 0.74 in 2005, the highest rate in the country, historic data suggests a large spread in employment rates between the best performing and the worst performing districts. The highest proportion of economic activity for disabled people is in the Inner area (54.8%) in contrast with the much lower Coastal area (39.6%). Areas where employment rates of disabled people are low are: Swale in Thames Gateway / North Kent; Thanet, East Kent; Shepway and Maidstone, South Kent; Arun, Crawley and Horsham, Coastal West Sussex & Gatwick Diamond; Southampton & New Forest, Mole Valley and Reigate & Banstead, North Hampshire & Surrey; Slough and Windsor & Maidenhead, Berkshire; Milton Keynes. When gender is compounded with another equalities strand such as disability, the level of female employment drops to under 60% for women and 63% for men in the region.
- **Business ownership.** Current data indicates that around 6% of SMEs in the SE are majority or equally run by people with long-standing illness, disability or infirmity that limits their work activities. This equates to some 10,700 businesses, employing approximately 78,000 people.⁷ The highest proportion of self-employed disabled people is in rural areas.⁸ Two thirds (66%) of disabled business owners would be happy to accept business support from an external provider. This is significantly higher than the proportion of all SMEs on average (53%). Of those supported by the Enterprise Gateway Service, on average 10% have a disability and 20% 'prefer not to say'. The Inclusive Enterprise Action Plan has identified a range of barriers to enterprise that can be encountered by disabled people plus factors that can motivate them to start a business.

⁵ SEEDA Diversity Tool.

⁶ DWP figures May 2007.

⁷ BL Theme Paper: People with Disabilities (PWD) Managed Businesses – Mar 2008. BL Insights

⁸ SEEDA Diversity Tool.

4. Regional Demographic profile by equalities group.

Source: SEE-IN Online Data Tool

South East	N	%
Total Population	8,184,583	-
Male	4,005,745	48.9
Female	4,178,838	51.1
White	7,608,989	95.1
BAME (includes the 4 groups below)	391,656	4.9
Mixed Ethnicity	85,779	1.1
Asian/Asian British	186,615	2.3
Black/Black British	56,914	0.7
Chinese/Other	62,348	0.8
Aged 0-15	1,582,454	19.3
Aged 16-29	1,390,273	17.0
Aged 30-44	1,816,844	22.2
Aged 45-pensionable age	1,825,238	22.3
Pensionable age	1,569,774	19.2
Working age	5,032,355	61.5
Number of people on Incapacity Benefit	212,000	
Disabled people in receipt of Disability Living Allowance (DLA)	268,305	3.3
All Disabled people aged 65 and over in receipt of Attendance Allowance	171,910	11.0

5. Regional Economic Activity by Equalities Group.

Source: SEE-IN Online Data Tool

	All People	All Economically Active		In Employment		Employee		Self Employed		Unemployed		Economically Inactive	
	N	N	%	N	%	N	%	N	%	N	%	N	%
Total population								657,000					
Males		2,232,500	86.9	2,131,300	83.0	1,735,500	67.6	386,200	15.0	93,700	3.6	336,100	13.1
Females		1,869,600	76.7	1,797,300	73.8	1,634,600	67.1	148,200	6.1	60,500	2.5	567,500	23.3
White		814,100	17.5	3,687,100	79.1								
Non white		73,300	21.5	234,700	68.9								
All of Working Age	5,005,500	4,102,000	81.9	3,928,700	78.5	3,370,400	67.3					903,200	18.0
People aged 16+				4,160,000						269,000			
Aged 16-19	418,100	252,900	60.5	214,200	51.2	204,900	49.0					160,000	38.3
Aged 20-24	473,200	369,600	78.1	338,300	71.5	313,400	66.2					92,700	19.6
Aged 25-34	1,003,600	863,600	86.1	836,200	83.3	754,900	75.2					133,100	13.3
Aged 34-49	1,833,400	1,605,500	87.6	1,558,500	85.0	1,312,500	71.6					226,500	12.4
Aged 50+	1,277,600	1,010,700	79.1	980,900	76.8	784,600	61.4					266,600	20.9
All People with a disability	1,003,600	201,600	46.9	181,900	42.4	146,300	34.1	18,300	4.3			226,900	52.8
Mental Illness/Depression				14,600	23.7							19,200	31.2
Physical Disabilities				465,800	54.8							296,000	35.7
Other disabilities or health issues				51,600	56.0							18,900	20.5

Accentuate.

1. **Aim.** The overall aim of the programme is to use the inspiration provided by the International Paralympics Movement to tackle disadvantage, raise aspirations and celebrate excellence. Accentuate intends to change the lives of disabled people by putting them at the heart of a programme that takes its inspiration from the South East region's unique heritage as the birthplace of the Paralympics.

2. **Objectives.** Accentuate has five objectives:
 - That every young disabled person in the South East has the opportunity to create, compete or collaborate with a young person in another competitor country during the period 2008/2012.
 - That the South East becomes the most welcoming and accessible region for disabled people in the UK.
 - That the South East region is recognised as a lead region in the UK for disability and deaf cultural activity and as an international centre of excellence.
 - That the South East's role as the birthplace of the Paralympic movement at Stoke Mandeville is recognised by the world and that its historic archive and the individual histories of Paralympian athletes alongside the impact of the movement itself is explored by artists, and young people in the South East.
 - That people across the South East have raised awareness of and are inspired by the values of personal best, going for gold and excellence and are offered strategies to help them to adopt these values in their own lives.

3. **SEEDA Funding.** Accentuate is funded by SEEDA (£850k) and the Legacy Trust UK, an independent charity set up to help build a lasting cultural and sporting legacy from the 2012 Olympic Games. Accentuate is run by Screen South, the regional screen agency of the UK Film Council for film in the South East of England, working with five other cultural agencies, English Heritage; Museums, Libraries and Archives; Arts Council England South East; Tourism South East; and Sport England, to deliver 15 major projects.

SEEDA staff.

1. **Employee profile.** As at January 2010, disabled people within SEEDA staff were:

Band	Number of staff	Number of disabled people	Percentage of disabled people
Chief Executive	1	0	0%
Group Executive Director	2	0	0%
Executive Director	3	0	0%
Director	20	0	0%
Head of Department	44	0	0%
Manager	72	2	3%
Team Leader	63	2	3%
Supervisor	31	2	7%
Coordinator	14	2	14%
Administrator	2	1	50%
Totals*	220	9	4%

*178 (76%) staff declared that they did not consider themselves to be disabled people and 48 (20%) preferred not to say.

- **Profile.** Before the re-structuring, the majority (6) of disabled employees were in the mid-range pay band with a further 3 in the senior management band. The new profile shows no disabled people above the Manager band.
- **Pay.** The Pay Remit for 2009/10 will evaluate the impact of the pay scales on our disabled employees following the re-structuring.
- **Re-structuring.** The new SEEDA configuration (Fit for the Future) was subject to an EIA. Of the existing 10 disabled employees, 2 (20%) were affected by redundancy of which 1 (10%) took voluntary redundancy.
- **Gathering information.** SEEDA has included equality and diversity data in employee statistics since 2008. A new SEEDA resourcing database has been created to measure all equality and diversity statistics and analysis of the first data will take place. Meanwhile, although re-structuring has not yet completed, by January 2010, the proportion of SEEDA staff who said they considered themselves to be disabled people had dropped somewhat from 5% to 4%. This may be influenced by the wording of the question as Office for Disability Issues research found that 66% of respondents covered by the Disability Discrimination Act 1995 preferred not to define themselves as disabled people. Additionally, some staff may not be aware of the extent of the disability definition. Finally, the high number of people who preferred not to say may reflect reluctance to reveal data.
- **Board.** The SEEDA Board is recruited by the Department for Business, Innovation and Skills.

2. **Employee development.**

- **Disabled staff participation.** SEEDA has a good record of providing proportionate development opportunities for disabled staff. During 2008 and 2009, 465 training workshops were delivered with the level of disabled attendees (8.5%) exceeding their proportion within the former workforce (5%).
- **Equality and diversity training.** SEEDA introduced online equality and diversity training in March 2008 plus further training on management of disabled employees.

Some 85% of staff have already undertaken the on-line training and all achieved the minimum 80% pass mark. We have a strong record of no disciplinary action or grievances due to disability discrimination indicating that the training has been effective.

3. **Staff survey.** SEEDA has included questions in the annual internal Cultural Survey since 2008. At That stage, the majority (75.8%) of SEEDA staff agreed or agreed strongly that the Agency was committed to equality and diversity practices - with some 18.3% who neither agreed or disagreed. However, a lower proportion (57.1%) agreed or agreed strongly that the Agency had actively implemented actions to drive equality and diversity - and some 34.5% neither agreed or disagreed. Staff were also asked whether they considered they were treated with fairness and respect at SEEDA. The majority (75.4%) agreed or agreed strongly – 15.1% neither agreed or disagreed. The data was also disaggregated by former Directorates, work locations and by respondents' characteristics (ethnic origin, gender, age, disability, contract, full/part time). Disabled respondents tended to have lower agreement rates than their colleagues. Although there have been changes in the workforce due to the re-structuring, this 2008 data will provide a basis for assessing improvement in future surveys.

4. **Staff involvement through Access2SEEDA group.** This group has made strong progress and has already identified initial actions:

- The overall Mission Statement has been agreed: "The overall objective of Access2SEEDA is to inform, support and raise awareness of Equality and Diversity across SEEDA in a friendly and innovative way, that is based on experiences and is relevant to everyone".
- All team members to create 'biographies' of themselves, focussed on why they have volunteered for Access2SEEDA, and what experience they bring.
- Each member to research one company that has embedded disability awareness in a proactive manner, and report back.
- People and OD Director to research mediation training for each of the A2S members.
- Review of how awareness is raised, including a new logo and use of the Intranet.

Action Plan

*Letters refer to general duties Annex B.
DED means Disability Equality Duty.

Responsible: Group Executive Director for Strategy and Resources

Function Area and AP number	Action	Milestone and Date	Outcome and Date	Priority	General duty*
1.1 Interim equality plan	Communicate SEEDA's organisational direction on equalities. Purpose: Executive Board make clear their expectations/ responsibilities around E&D plus as the governance accountability of the main Board. Contributes to: IPA review visit, Single Equality Scheme, strategic delivery of remaining actions.	First draft to be developed. Exec Board and main Board to amend / agree. Communications team to own dissemination.	By 31 Mar 10: SEEDA staff understand how Equality and Diversity fit with SEEDA's business and their role in delivery. External business partners understand how their work can align with SEEDA's objectives. Stakeholder engagement is better targeted.	1	A – F 1

1.2 Interim equality plan	Use equality and diversity to support SEEDA's primary objective of high economic growth. Purpose: Improved economic outcomes quantified by using E&D as an additional lens within key growth activities to consider issues of human capital and skills, market opportunities, innovation and creativity, organisational reputation, culture and corporate governance. Contributes to: <i>Single Equality Scheme being relevant to SEEDA's core business</i>	Develop paper to detail good practice and business benefits of equality and diversity. Apply equalities thinking to strategic planning process / workshops. Link to research work being undertaken by LDA on quantifying economic value of E&D/apply to SEEDA. Develop benchmarks of performance and apply within main areas of high growth activity eg. Key sector development plans, innovation and growth teams. Recognise E&D as a cross-cutting theme within RES / RIS.	Economic benefits of E&D paper developed by Mar 10. Performance benchmarks being built into strategic high growth initiatives by Jul 10. High growth activities will fully meet all opportunities offered by place, sector or theme and will not overlook market potential. Best practice will improve performance using learning quickly transferred from national and international comparators.	1	A - F 1
1.3 DED	DED cover all Directorates	Draft SES to EB by 31 Aug 10.	SES published by 30 Sep 10.	1	A, D
1.4 DED	Publish Annual Reports on progress of Equality Scheme(s)	DES actions included in Directors' Statements of Internal Control and SEEDA Business Plan by Jul 10.	SEEDA Annual reports include Equality Scheme(s) progress from Jul 10.	1	A, D 1
1.5 DED	SES reviewed and revised	SES updated to include additional diversity groups in 2011 (Requirement and timing depend on Equality Bill).	Revised SES published by Sep 13 (Date depends on Equalities Bill).	2	A, D 2
1.6 DED	EIAs of future policies	Clarify role of new Policy and Europe Director in relation to EIAs of SEEDA policies by 31 Aug 10.	All SEEDA policies subject to EIA by 30 Sep 10.	2	A, B, C 2

1.7 DED	Embed General and Specific Equality Duties in all contracts with suppliers acting as “public authorities”.	Review clauses in all standard contracts by 31 Aug 10. Establish consistent contract monitoring processes and Programme Office coordination by 31 Aug 10.	Include revised/additional clauses in all future relevant contracts by 30 Sep 10. Monitoring evidence included in SEEDA Annual report from Jul 2011.	2	A, B, C 2
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Responsible: Finance and Performance Director

Function Area and AP number	Action	Milestone and Date	Outcome and Date	Priority	General duty*
2.1 Interim equality plan	Develop SEEDA's internal tools and mechanisms to ensure it has the ability to deliver its equality and diversity business objectives while meeting its legal compliance requirements.* Purpose: Ensure SEEDA has sustainable capacity within its staff and systems to deliver against its own aspirations. Build broad understanding and skills base in mainstream business units to reduce over-reliance on narrow 'expertise' around E&D. Contributes to: IPA review visit, Single Equality Scheme, ability to analyse and evaluate high growth activities. Will determine SEEDA's long term ability to deliver meaningfully on its E&D objectives and actions.	(in priority order) Develop SEEDA's SES (building on DES). All parts of Development of programme and information management system to reflect E&D impact and enable effective analysis and evaluation. Ongoing staff development to build competence in using equalities data to assess impact in their work. E&D competences built into role descriptions and performance objectives. Performance management system ensures ongoing assessment. Transition support	Directorates and operational units within SEEDA better able to 'own' the contribution E&D makes to their specific area of work. E&D objectives become more relevant and deliver direct operational benefit whilst ensuring SEEDA's legal compliance.	1	A-F 1
2.2 Performance	Embed equality data in RCRMIS	Specification defined by 31 Aug 10.	Specification included in phase roll out by 30 Sep 10.	1	A, B, C 1
2.3 Co-ordination	EAP meetings/work plan	Meeting programme/work plan confirmed by 30 Apr 10.	SES completed by 30 10.	1	A-F 1

* In conjunction with People and OD, Regional Strategy, Transition and Communications Directors.

Responsible: Transition Director

Function Area and AP number	Action	Milestone and Date	Outcome and Date	Priority	General duty*
3.1 Transition	Completion reports include information on fulfilment of General Equality Duties.	Remaining projects/programmes requested to include specified information in reports by 30 Sep 10.	Reports contribute to SEEDA Annual reports from Jul 10.	1	A, B, C 1
3.2 Transition	Handovers include equality information.	Requirement published by 30 Sep 10.	Recipient SEEDA Directorates (plus any external bodies) hold baseline information by 1 Apr 11	2	A, B, C 2

Responsible: Regional Strategy Director

Function Area and AP number	Action	Milestone and Date	Outcome and Date	Priority	General duty*
4.1 Regional Strategy	EIA of Regional Strategy.	Current relevant disaggregated disability/diversity data compiled by 30 Sep 10.	EIA published by March 12 and reflected in Regional Strategy.	1	A-F 1
4.2 Support for other Directorates' policies and EIAs	Provide relevant current disaggregated disability/diversity data for other Directorates.	Identify disability/diversity data requirements relevant to other Directorates by 30 Jun 10.	Relevant disability/diversity data resource available to other Directorates and included in SES by 30 Sep 10.	1	A, B, C 1
4.3 Support for other Directorates' policies and EIAs	Enable SEEDA governance and monitoring of effectiveness in promoting equality for disabled people.	Assess disability performance in relation to RES by Jul 10.	SEEDA Annual report includes disability performance Jul 11.	1	A, B, C 1
4.4 Regional Strategy EIAs	Complete and publish EIAs.	Commission EIAs by 31 Mar 10.	SES confirms all EIAs completed and published by 30 Sep 10.	1	A, B, C 1

EIAs to be completed and published:

Regional Strategy – timescale linked to that of main document.

Research protocol – by 30 September 10.

Programme evaluation protocol – by 30 September 10.

Responsible: Business Programmes Director.

Function Area and AP number	Action	Milestone and Date	Outcome and Date	Priority	General duty*
5.1 Interim equality plan	Embed equality and diversity in SEEDA's main outward facing programmes of economic development and support activity.* Purpose: SEEDA achieves more effective reach, impact and value for money from existing/ future mainstream programmes. Builds stronger and wider foundation of support to inform/underpin more targeted high growth opportunities. Contributes to: IPA review visit, SES, 'Partnerships for Growth', mainstream provision.	Ensure all contracted business programmes contain measureable E&D objectives. Continue ongoing work to develop skills of SEEDA team and suppliers (such as SERCO) to effectively deliver E&D objectives (KM). Develop effective links with Local authority work to ensure alignment with RES	Existing and future programmes of large volume / mainstream support more effectively meet the needs of all potential users. This means particular areas of under-representation will be better targeted, it reduces future exclusion and contributes to GVA increase per head.	1	A-F 1
5.2 Business Support	Embed diversity considerations in Business Link services including IDB, Skills Brokerage, ISUS and Enterprise Coaching.	Additional requirements from EIA incorporated into contract with new Provider (Serco) by 1 April 2010; Quarterly monitoring process in place by 1Apr 10.	Further EIA of new service to be completed and published by 1 Oct 10.	1	A - 1 B - 1 C - 2 D - 1 F – 1
Business Support	Inclusive Enterprise Policy and Plan	Review in relation to disabled people by Jun 10.	Publish revised version by July 10.	1	A, B, C 1

5.3 Business support	Implement Inclusive Enterprise Group	Establish membership, support requirements and programme of meetings by Apr 10; Extend group remit, membership and engagement methods by end Jun 10.	Comprehensive involvement and engagement included in SES by end Sep 10.	1	A, B, D, E, F - 1
5.4 Business Services and Engagement	Gather Continuous Employment Support impact data for disabled people	Review Management Information Requirement and incorporate disaggregated disability/diversity data requirement from 31 Mar 10.	Increase positive impact for disabled people in quarterly and annual data/reviews of plan from Jul 10.	1	A, B, D, F, - 1 C - 2
5.5 Business Services and Engagement	Improve impact of Manufacturing Advisory Service on disabled people	• Review most recent evaluation by 25 Feb 10 to check depth of equality review. • Review and amend contract in line with requirements by 31 Mar 10. • EEF to review website and literature by 31 Mar 10. • Commission EIA (subject to above) by 31 Mar 10. • Monitor EIA action plan quarterly – review annually. • Review Management Information Requirement and incorporate disaggregated disability/diversity data requirement from 31 Mar 10.	Increased positive impact for disabled people evident in quarterly and annual data from Jul 10.	1	A - 1 B - 1 C - 2 D - 1 F - 1
5.6 Business Services and Engagement	Improve impact of Designing Demand programme on disabled people	• Review and amend contract in line with requirements by 31 Mar 10. • Review website and literature by 31 Mar 10. • Commission EIA as part of any new Designing Demand Programme from 2010 • Review Management Information requirement and incorporate disaggregated disability/diversity data requirement from 31 Mar 10.	Increased positive impact for disabled people evident in quarterly and annual data from Jul 10.	2	A - 1 B - 1 C - 2 D - 1 F - 1

5.7 Business Services and Engagement	Improve impact of Tourism programme on disabled people	- Review current EIA action plan. By 31 Mar 10: - Review and amend contract in line with requirements; review website and literature; commission EIA; review Management Information Requirement and include disaggregated diversity data. - Monitor action plan quarterly – review annually.	Increased positive impact for disabled people evident in quarterly and annual data from Jul 10.	1	A, B, D, F - 1 C - 2
5.8 Business Services and Engagement	Ensure positive impact of 2012 and Accentuate programmes on disabled people	- Review and amend contracts in line with requirements by 31 Mar 10. - Commission EIA of Accentuate by 31 Mar 10. - Review 2012 literature and website by 31 Mar 10. - Consider EIA of 2012 Programme by 31 Mar 10. - Review Management Information Requirement and incorporate disaggregated disability/diversity data requirement from 31 Mar 10.	Increased positive impact for disabled people evident in quarterly and annual data from Jul 10.	1	A - 1 B - 1 C - 2 D - 1 F - 1
5.9 Business Services and Engagement	Promote consideration of disability/diversity considerations within relationships with Business Representative/Membership Groups	- raise awareness of Equal Opportunities with Business Representative/Membership Organisations. - ensure all contracts contain the relevant clauses	Measurable outcome to be defined by Jun 10.	2	A - 2 B - 2 C - 2 D - 2 E - 1 F - 1
5.10 Business Services and Engagement	Ensure disability/diversity considerations included in Business Support Simplification/Solutions for Business	- Check with BIS if the programme and branding guidelines has been through an EIA nationally. - Work with SEEDA Programmes Office to ensure contract templates reflect the correct wording. - Check with BIS to ensure SfB Management Information Requirement incorporates disaggregated disability/diversity data requirement from 31 Mar 10.	Increased positive impact for disabled people evident in quarterly and annual data from Jul 10.	2	A - 1 B - 1 C - 2 D - 1 F - 1

5.11 Innovation and Business Finance	Implement recommendations from EIAs	Previous EIAs to be reviewed and outstanding EIAs to be commissioned by 31 Mar 10.	Recommendations to be implemented by 31 May 10.	1	A, B, C - 1
5.12 Business Programmes EIAs	Complete and publish EIAs	- Existing EIAs published on SEEDA website by end March 10; - Outstanding EIAs commissioned by end Jul 10.	SES confirms all EIAs completed and published by 30 Sep 10.	1	A, B, C - 1

* In conjunction with Executive Director (Business Development)

EIAs completed and to be published:	EIAs to be completed and published:
Enterprise Gateway Regional Service - 2008 Train to Gain Dec 08 ITT for new Business Service – Jan 09 Current Business Link providers - 2007/08 Innovation and Growth teams (screening only) Nov 08	Leadership and Management - by Apr 10) and Recommendations to be reviewed and implemented, where possible, during remaining months of contract. Compete for – as above. Continuous Employment Support Service – commission EIA by 31 Mar 10. Manufacturing Advisory Service – as above subject to action plan. Designing Demand Programme – commission as part of any new programme from 2010. Tourism Programme – commission by 31 Mar 10. 2012 and Accentuate programmes – commission by 31 Mar 10. Finance South East – to be completed spring 2010. Science and Innovation Campuses – by 31 Mar 10. Networks – EEN and Knowledge Networks – by May 10.

Responsible: Communications Director

Function Area and AP number	Action	Milestone and Date	Outcome and Date	Priority	General duty*
6.1 Media Relations	Embed promotion of disabled people in Communications Strategy.	Commence work with Business programmes team and external PR agency to exploit media opportunities from SEEDA funded Accentuate programme (and others) presenting positive images of disabled people by 31 Jul 10 (NB depends on success of tender process).	Annual reports and other media releases include increased number of positive disability images /stories by 31 Dec 10.	1	D1
6.2 SEEDA corporate website and intranet	Provide information and background on SEEDA projects, ensuring information is accessible to disabled people and ensure representation of positive images wherever possible.	By 31 Dec 10: • Ensure web standards applied to further developments of SEEDA corporate website. • Review intranet AA standards. • Introduce Browse aloud software to improve disability access to online information. • Where possible use photos promoting positive images of disabled people. • Develop protocol for simple/concise web inputs.	Increase web page readership by 10% by 31 Mar 11.	1	A - 1 B - 1 D - 1
6.3 Corporate and internal publishing	Provide marketing collateral and corporate information in hard copy format, ensuring availability of alternative languages/formats on request and provide brand guidelines/style sheets to guide production of accessible documents and sponsorship opportunities reflect SEEDA brand values	By 30 Sep 10: • Review alternative formats/languages statement. • Review regional demographic data to identify demand for alternative languages/formats to help identify suitable suppliers. • Create central communications team log to record requests for alternative formats/languages. • Where possible use photos promoting positive images of disabled people. • Review brand and style guidelines to refresh text size etc advice for internal/external documents. Guidelines to apply to internal material (eg letters, posters etc) and those produced externally (eg annual report summary.) • Produce sponsorship guidance to ensure SEEDA funded events/publications meet accessibility guidelines eg publications design, venue accessibility, etc.	Increased accessibility and take-up of alternative formats by 31 Mar 11.	2	A - 1 B - 1 D - 1

6.4 External and internal corporate events	organise events to raise the profile of SEEDA priorities and meet statutory requirements on accountability to the region, while making these events accessible to people with disabilities	By 30 Sep 10: • Formalise/expand current accessible venue list and make available to colleagues internally. • Provide clear guidance for colleagues organising non corporate events on requirements for accessibility at venues. • Review venue accessibility checklist to ensure it reflects latest requirements. • Review event registration forms to ensure they are able to capture full range of special requirements delegates may require (eg signing, audio loops etc). • Ensure these issues are reflected in any events sponsored or co-funded by SEEDA.	Revised checklist, list of accessible venues and event documentation in place by 30 Sep 10	2	A - 1 B - 1 E - 1
6.5 Stakeholder relations	Ensure good relations with key SEEDA stakeholders and groups (including disability organisations), ensuring effective two-way communication on major issues, consultations and priorities	By 30 Sep 10: • Ensure disability groups are approached and encouraged to respond to consultations. • Ensure online and printed materials/ events are accessible (x ref functions 2, 3 & 4 above). • Ensure disability groups are included in SEEDA's corporate database to ensure fair representation and to open channels for two-way communication on SEEDA's work/ priorities.	Disability organisations included in all relevant consultation and communications by 31 Dec 10	2	A - 1 B - 1 E - 1
6.6 Communications EIAs	Complete and publish EIAs	EIAs commissioned by 31 May 10.	SES confirms all EIAs completed and published by 30 Sep 10.	1	A, B, C - 1

EIAs to be completed and published:
Communications Strategy – by Aug 10.
Branding and Sponsorship Guidelines – by Aug 10.
Internal Style Guidelines – by Aug 10.

Responsible: People and OD Director

Function Area and AP number	Action	Milestone and Date	Outcome and Date	Priority	General duty*
7.1 Organisational Development	Embed equality and diversity in staff Job Descriptions	Include equality and diversity responsibilities, outputs and competences in Job Descriptions of all Directors and senior managers by 31 Mar 10.	Ensure all equality and diversity responsibilities, outputs and competences, are incorporated into all relevant policies so all staff can be performance managed against them by 30 Jun 10.	1	A,B,D,E,F
7.2 Organisational Development	Equip staff to implement mainstreaming of equality and diversity	All Directors and senior managers trained to required competence levels by 30 Apr 10.	Provide relevant training so that 100% staff have required competence levels by 30 Jun 10.	1	A,B,C,D,F
7.3 Organisational Development	Provide equality and diversity module in induction training	Current equality and diversity induction module reviewed to confirm is fit for purpose by 28 Feb 10.	All staff complete equality and diversity induction training by 31 May 10.	1	A,B,C,D,F
7.4 Organisational Development	Reinvigorate Access2SEEDA group	Identify lead for group plus its programme of meetings/activity by 30 Mar 10.	Access2SEEDA group provides input to each SEEDA annual report on progress of DES by 30 May 10.	1	A,D,E,F
7.5 HR Business Partnerships	Maintain record of nil incidents of disability discrimination	All staff complete equality and diversity induction training by 30 Apr 10.	SEEDA Annual Report records no disability discrimination (each Jul)	2	B,C

7.6 HR Business Partnerships	Embed disability/diversity considerations in staff resourcing	review of resourcing internal and out-sourced processes including accessibility of materials, advertising, selection processes and training of staff involved plus adoption of Positive About Disability standard, monitoring etc by 30 Jun 10.	Increased proportion and grade spread of applications from disabled people by 30 Oct 10.	1	A,B,D,E,F
HR operations	Effective provision of reasonable adjustments	Review current processes for providing reasonable adjustments by 30 May 10.	Publish revised process by 30 June 2010	1	A,B,C,D,E, F
7.7 HR operations	Embed disability/diversity in governance and routine monitoring	Review disability/diversity elements of Monthly People Report by 30 Apr 10.	Monthly People Report includes disaggregated relevant disability/diversity data by 31 May 10.	1	F
7.8 People and OD EIAs	Complete and publish EIAs	Publish existing EIAs by 31 Jul 10; Commission remaining EIAs by 31 Jul 10.	SES confirms all EIAs completed and published by 30 Sep 10.	1	A,B,C,E,F

EIAs completed and to be published:	EIAs to be completed and published:
Learning and Development policy. Discipline and Grievance policy. Whistle Blowing policy and procedure. Adoption policy and process. Annual leave. Career Break. Code of Conduct for Staff. Grievance policy and procedure? Maternity leave guide for employees. Maternity leave. Parental leave. Paternity leave. Leave for personal and domestic emergencies. Equality and diversity policy.	Performance Appraisal policy. Resourcing policy. Reward Policy. Health and Safety Policy. ISO 14001. Business Continuity Plan. Contract of Employment. Terms and Conditions (of employment). Monthly People Report. Redundancy. Recruitment and selection. Substance abuse. Flexible working.