



Making Hackney a Better Place

2006 – 2009

Hackney Council
**DISABILITY EQUALITY
SCHEME**



CONTENTS

1.	Foreword	4
2.	Executive Summary	5
3.	Introduction	9
4.	What is a Disability Equality Scheme?	9
5.	Social Model of Disability	10
6.	Key Elements of Disability Equality Scheme	10
	I. Involvement	10
	II. Action Plan	10
	III. Performance Monitoring (including information audit)	12
	IV. Assessment	12
	V. Review	15
7.	Implementing the scheme	16
8.	Monitoring and Evaluation	16
9.	Feedback and Update	17
10.	Action Plan Introduction	18
11.	Action Plan	19
12.	Glossary	34
13.	Focus Groups Timetable	35

FOREWORD

The Disability Equality Scheme is the result of successful partnership working between officers of the council and key disability organisations both within Hackney and nationally.

It represents a conclusion of the results of hearing a wide range of views and acting on those views to formulate a plan of action that is designed to make a real difference to the lives of disabled people and their carers. I would like therefore to extend my thanks to all those who have worked with commitment to make sure that this has been possible. I would in particular like to thank all those who attended and supported others in attending the consultation events. Without this, we would not have had the opportunity to learn from your experiences. I extend my thanks also to the officers of the Equalities Team who worked so hard to make these events such a huge success, and for their continued efforts in the drafting of the Scheme. I would also like to extend my thanks to all those who took the time to provide feedback on the draft – your understanding and insight into the issues have been essential in making sure that the Scheme has clarity and focus.

The Scheme is another demonstration of the commitment of the Mayor and Cabinet in the field of Equalities and Diversity. We celebrate the diversity of the borough, and are keen to ensure that everything that the Council does makes people feel proud to live and work in Hackney. The rich diversity of the borough is its strength and defining feature – it's what makes Hackney unique.

I therefore look forward to working with all of you in the future to make sure that the Scheme is a success and delivers outcomes that have real meaning in people's lives. The Scheme above all, is recognition of the fact that we all have a part to play in this vital area, whether as residents, officers or partner organisations. The Scheme sets out the vision of the Council in delivering disability equality, and it is supported by a huge commitment to making it a success.



Councillor Karen Alcock
Cabinet Member for Customer and Corporate Services
(Cabinet Member with responsibility for Equality and Diversity)



Disability Equality Scheme - Executive Summary

Introduction

The Disability Equality Duty comes into force from 5 December 2006, and requires public authorities to adopt a proactive approach to mainstreaming disability equality into all their decisions and activities.

Disability Equality Scheme

All public bodies have a specific duty which requires them to produce and publish a Disability Equality Scheme (DES) by 4 December 2006.

Hackney Council has been working with the Disability Rights Commission with support from the Office for Public Management (OPM) to prepare its first Disability Equality Scheme.

The draft scheme outlines the Council's commitment to delivering disability equality in Hackney and details the ways in which disabled people have been, and will be involved in its development and implementation.

Action Plan

A detailed action plan setting out the Council's corporate work programme for delivering disability equality is included. Consistent with the Council's Equality and Diversity Policy, the DES action plan is divided into 3 areas: Service Delivery, Employment Practice and Community Leadership

The DES action plan is based on the outcomes of:

- Consultation and involvement of local disabled people and groups
- Evidence gathering exercise
- Mystery Shopper exercise
- Consultation with key stakeholders

Implementing the Scheme

The implementation of the DES will be driven by the Corporate Equality and Diversity Group (CEDG) with Directorate Equalities Implementation Groups driving it at directorate level.

Monitoring and Evaluation

Progress on the DES corporate action plan will be monitored by the Disability Equality Working Group (DEWG) and reported to the Corporate Equality and Diversity Group (CEDG). The DEWG membership comprises lead officers, partners and local disability organisations. Directorates are responsible for identifying and implementing local actions aimed at developing disability equality in their Directorate Equality Action Plans (DEAPs) and must report progress to the DEWG.

This is the first draft of the Scheme and it will be evaluated and reviewed on a cyclical basis in consultation with disabled people.

Feedback and Update

Regular DES updates will be posted on the Council's webpages and staff intranet. A series of articles in Hackney Today will also provide updates on progress for staff and members of the community.

Action Plan (Summary)

This corporate DES action plan has been divided into 3 main areas: Service Delivery, Employment Practice and Community Leadership. Within each of these 3 areas a number of key corporate objectives have been identified (see below). A range of specific actions aimed at meeting each corporate objective are also detailed, (see action plan itself)

SERVICE DELIVERY: To provide accessible and appropriate service for disabled people and the elimination of discrimination

Corporate Leadership & Commitment

- To oversee the development and implementation of the DES at corporate level
- To ensure that the disability elements of the Equality Standard for Local Government are achieved
- To prioritise, as part of the development and future annual reviews of the DES, the most relevant service areas and functions for disabled people in order to address identified gaps/ barriers in service delivery
- To develop service level equality objectives and targets around disability
- To lead by example and ensure that partners and contractors sign up to the Council's Disability Equality values

Staff Awareness

- To raise staff awareness around disability and improve appropriate customer care skills so that accessibility to all council services is continually improved



Evidence Based Assessment

- To ensure any policies, procedures, functions or projects which are being developed or reviewed, consider the potential differential impact for disabled people and mitigation of adverse impact is considered in consultation with disabled people and carers
- To improve Council's understanding of needs and gaps/ barriers to service provision and co-ordinate better cross service working by developing more detailed datasets relating to disabled service users and satisfaction levels

Tackling Harassment & Bullying

- To assess and tackle incidents of harassment and discrimination against disabled people and raise awareness of issues amongst staff and partners

Procurement & Commissioning

- To ensure partners and contractors sign up to the Council's Disability Equality Values

Consultation & Involvement

- To ensure regular and ongoing involvement/ consultation with disabled service users and staff on service delivery

Access

- To ensure all Council buildings and services are fully accessible to all disabled people and at a minimum comply fully with DDA part 3 requirements (and Part M of buildings regulations)
- To ensure Council information is available in accessible and appropriate formats – developed in partnership with key stakeholders

Mobility

- To work with relevant agencies such as Disability Hackney and Transport for London to maximise opportunities to improve mobility within and to and from of the borough

EMPLOYMENT: To ensure equal and fair treatment and the recognition of diverse potential and to develop a workforce that reflects Hackney's disabled communities

Corporate Leadership & Commitment

- To provide fair and equal access to employment by identifying specific actions to address current under-representation of disabled people in the workforce
- Tackling Harassment & Bullying
- To eliminate any potential discrimination in employment practice



Staff Awareness

- To provide fair and equal access to all staff for career development
- To ensure the needs and requirements of existing disabled staff are addressed and employment policies and practice recognise and respond to any emerging needs in consultation with staff

COMMUNITY LEADERSHIP: To develop and maintain effective community partnerships and maximise opportunities to involve disabled people

Procurement & Commissioning

- To lead by example and ensure that partners and contractors sign up to the Council's Disability Equality values
- To ensure that the Council's equality and diversity objectives are incorporated into contracts and partnership arrangements engaged in by the Council

Consultation & Involvement

- To ensure ongoing involvement of disabled people in policy development and review
- To identify and improve knowledge of good practice in service delivery via partnership work with local disability experts eg.V&CS groups



Introduction

Hackney Council's Disability Equality Scheme is based on the requirement of the Disability Discrimination Act (DDA) 1995 and 2005. The 2005 Act places a positive duty on public bodies, which requires an approach of actively promoting equality of opportunity for disabled people and celebrating diversity.

The Council is committed to tackling discrimination against disabled people and carers and ensuring equality of opportunity in its service delivery, as an employer and as a community leader. The purpose of the Disability Equality Scheme is to provide true equality of opportunity and remove barriers for disabled people.

Disability Discrimination Act (DDA)

The Disability Discrimination Act (DDA) 1995 defines a disabled person as someone whose "physical or mental impairment has a substantial and long term adverse effect on their ability to carry out normal day-to-day activities". This includes people with sensory and/or physical impairments, mental health issues and learning difficulties. Under the new act service providers must make "reasonable adjustments to services to ensure that disabled people are fairly treated". This includes modifications to physical features.

Hackney has been one of the 8 local authorities working with the Disability Rights Commission (DRC) with support from the Office for Public Management (OPM) to produce its first Disability Equality Scheme. This initiative provided an opportunity to learn and share good practice with other authorities across the country.

What is a Disability Equality Scheme?

Hackney Council's Disability Equality Scheme forms a part of the Council's overall commitment to equality and diversity. The scheme outlines a framework for how the Council will develop, implement, monitor and review its work towards achieving equality for disabled people and carers (who may or may not be a relative and who may or may not be living with the person for whom they are caring). The scheme is a tool to help promote equality at the centre of the Council's work from policy and planning to service delivery and in the way it manages and develops its staff, carries out its statutory duties and in its role as community leader.

An effective Disability Equality Scheme must build on a strong foundation of existing good practice and expertise and address any identified gaps and barriers to delivering fair and appropriate services and to protecting the rights of disabled people both at work and in the wider community. Disabled people and their carers should be involved throughout the development of the Scheme and in monitoring its implementation, evaluating its impact and reviewing its content.

The scheme is based on existing good practice and expertise which has been identified within the Council and voluntary and community sector and other key partners and by national advisory bodies. It aims to build on and extend this good practice and includes an action plan which outlines clear objectives, desired outcomes and timescales to achieve these.

Social Model of Disability / Terminology

Hackney Council has adopted the Social Model of Disability (see Equality and Diversity Policy, page 16) based on the understanding that disabled people's exclusion is not the inevitable result of their impairment or medical condition but is a result of common social attitudes and barriers which are created due to lack of understanding and awareness.

The terms 'disabled people' or 'disabled staff' are used throughout this document to reflect the Council's understanding that many diverse individuals or groups are disabled by a society which has traditionally ignored or invalidated their various and specific needs and the needs of those who may care for them. The Council also acknowledges that the needs or issues affecting disabled people are also likely to affect or have relevance for carers and any reference to 'disabled people' within this document includes their carers.

Key elements of the Disability Equality Scheme

Key elements of the Disability Equality Scheme

The Disability Rights Commission has set out five key elements or principles on which the Disability Equality Scheme should be based. Under each element there is a list of ways in which the Council will work to deliver its commitment to disability equality. The five key elements are:

I INVOLVEMENT

A statement of how disabled people have been involved in developing the scheme.

Disability Equality Working Group (DEWG)

- The aim of the group is to monitor and evaluate the development and progress of the Disability Equality Scheme. Membership currently comprises key officers, partners and representatives from the community and voluntary sector, Disability Hackney and Choice in Hackney but will be reviewed on a regular basis to ensure full involvement of disabled people



Disability Equality Consultation Workshop

- This event involved Council officers, partners and key stakeholders who work with disabled people including local advocacy organisations

Achieving Positive Outcomes for Disabled People – consultation event

- The aim of the event was to hear disabled people's and their carers' views around disability. Focus was on what works and what needs to be improved to provide equality of access and opportunity for disabled residents

Focus groups

- Special focus groups have been/will be organised with under represented groups and communities to ensure their involvement in the scheme e.g Orthodox Jewish Community, Turkish speaking community people with sensory impairments, young people, people with mental health issues, parents of disabled children and carers (see page 39)

Staff Diversity Forums (Disability Forum)

- Raises the profile of disabilities issues in relation to the workforce
- Provides in house support for staff
- Contributes to the development of equality initiatives including the DES

Participation in other events

- The Equalities Team will continue to participate in events/ open days organised by Hackney Homes, Disability Hackney, and other partner agencies such as Physical/ Sensory/ Long-term illness sub-board, Learning Difficulties sub-board, to consult with residents and service users to get their views on Council services

Mystery Customer exercise

- Exercise carried out by Disability Hackney to identify barriers to access information and service delivery

II. THE ACTION PLAN

The action plan (see page 19) is based on the key corporate areas identified by residents, staff and services and on the outcomes of corporate equality impact assessments related to disability equality and the Mystery Customer Exercise. The three main areas, which emerged as the most important or of most concern to disabled people and their carers in Hackney are:

Genuine, ongoing involvement and engagement:

- Disabled people should be involved in service planning and monitoring. This will help the Council to develop services that will help disabled people to lead their lives with dignity and independence

Customer Care:

- Staff working for the Council and contracted service providers should have awareness of different types of disabilities and how to serve disabled service users. Set up a one-stop-shop to provide clear and accessible information

Choice and empowerment

- Improve the quality and quantity of advocacy services. Community and voluntary organisations should provide help for disabled people to access services, raise awareness about changes in law and what it means for them

The actions set out in the scheme are intended to be specific so that outcomes can be easily measured. They are also intended to be both achievable and realistic within the time frames set. The action plan has an inbuilt 'traffic light' monitoring system, which is consistent with other Council equality schemes and plans, and allows for clear progress monitoring.

III. PERFORMANCE MONITORING - Arrangements for gathering information about performance of the public authority on disability equality

Equality Standard for Local Government (ESLG)

- Measures organisational performance and progress on how the Council integrates equalities into all of its work
- Provides a consistent and systematic framework for delivering equalities work

Best Value Performance Indicators (BVPis)

- Ensure the Council carries out its statutory Best Value duties
- Provide accountability and assessment of services to ensure they meet local needs and provide value for money



Disability Related Information Audit

An initial audit of disability related information and evidence was carried out in preparation for the development of this Scheme. The purpose of this exercise was to make a preliminary assessment or gain a 'snapshot' of how the Council and key partners gather, share and utilise disability related information in order to learn from the most effective information management systems and identify data gaps and barriers to accessing relevant information and evidence, which could help to improve services.

There are a number of reasons for gathering information and evidence including to:

- Inform the Disability Equality Scheme (requirement)
- Allow for benchmarking (nationally and locally)
- Identify barriers and gaps in service provision
- Better understand needs
- Examine and measure outcomes
- Inform wider planning processes and set targets

This audit includes an outline of the mechanisms/ systems used to measure service provision. It also outlines what information is currently gathered from various sources to help the Council develop policies and plan services.

There are different sources/ levels of data collection used by the Council to gather information:

1. National
2. Local
3. Organisational

The initial Disability Related Information Audit Report is available from the Equalities Team (equality&diversity@hackney.gov.uk) but the following local data information is detailed here to provide a summary picture of disability in Hackney and the contextual background to the development of this Scheme.

Local Data – census figures and proportion in comparison with the national figure:

According to the 2001 census:

- 63.38% of people in Hackney stated that they are generally in 'good' health, which is closely comparable to the average proportion (68.55%) for the UK, but lower than the average for London (70.70%)
- Hackney is one of 5 London boroughs that has a proportion of more than 15% of working aged people who have a limiting long-term illness. The borough is ranked as the 2nd highest of all London boroughs, with the borough of Barking and Dagenham being ranked at 1 with a very close comparison of 15.97%

- 7% of Hackney's working age population (10,340 people) are permanently sick or disabled. This is the highest amount in Greater London and Hackney is ranked 70th within England and Wales
- The provision of unpaid care by residents was measured for the first time at Census level in 2001. 62.1% of all unpaid carers (4.7% of the borough's total population) provided care for up to 19 hours per week. 7.6% of Hackney residents are unpaid carers
- Hackney has the 3rd highest proportion of unpaid carers who provide 50 or more hours of unpaid care per week (23.05%) within Inner London. The neighbouring borough of Tower Hamlets has the highest proportion at 27.80%
- Only 8.5% of people within London act as unpaid carers, the lowest proportion of all regions

Local Workforce Data

In July 2005, the Council issued a questionnaire to its staff in order to establish a detailed understanding of disability. The response rate was 31%

Of the 1,054 people that responded to the disability questionnaire (questions about the new disability definition as stated in the Disability Discrimination Act):

- 14% said they had a disability
- 86% said they did not have a disability

However the total numbers of disabled employees falls to 3.25% when schools staff are included.

The percentage of staff who currently declare a disability and who fall within the Audit Commission definition of top 5% earners is 4.17% for 2005 – 2006.

In order to take positive steps to employ, retain and develop a skilled workforce at every grade, the Council will maintain and develop existing monitoring systems as well as put in place positive recruitment policies, advertise jobs in specialist publications and explore providing support at interviews (see action plan).

Other Existing Locally Collected Data

The Physical Disabilities, Long Term Illness and Sensory Impairment Board (LBH and PCT joint board) conducted a needs mapping exercise of disabled people between the ages of 18-65 and identified service gaps for these client groups in the London Borough of Hackney. The aim of the project was to gather information, which would enable the Physical Disabilities, Long-term Illness and Sensory Impairment Sub Board to put strategies in place for the National Service Framework for long term conditions.



The Commissioning Officer contacted various organisations which were likely to have contact with service users who come under the Physical Disabilities (PD) umbrella - such as Primary Care Trust, Social Services, Voluntary Organisations and other agencies which may have had some form of involvement with physically disabled users.

IV. ASSESSMENT - Arrangements for assessing the impact of the activities of the public authority on disability equality and improving these when necessary

Equality Impact Assessments (EIAs)

- Identify any adverse impacts/ unmet needs in existing or planned policies, procedures and functions
- Ensure action is taken to address identified areas
- Inform future equality action plans

All internal policies and key functions were prioritised (retrospectively) and impact assessed for evidence of adverse impacts. Outcomes from the assessments have been incorporated into the Directorate Equalities Action Plans (DEAPs) and the Disability Equality Scheme.

All future relevant policies, procedures and functions will be impact assessed as a matter of course. Equality Impact Assessment requirements has been included on all Hackney Management Team and Cabinet reports and built into procurement templates and Project Planning Templates.

V. REVIEW - Details of how the public authority is going to use the information gathered in particular in reviewing the effectiveness of its action plan and preparing subsequent schemes

The Disability Equality Scheme will be evaluated on a regular basis in consultation with disabled people. This will be done as a cyclical process. Along with the review of the scheme there are other ways in which the Council will continually review the effectiveness of its policies and procedures e.g

Directorate Equalities Action Plan (DEAPs)

- Reviewed on an annual basis
- Actions set on the outcomes of the equality impact assessments

The Council will continue to involve/ consult local disabled people on an ongoing basis, and the reviewed action plan for year 2 will specifically focus on issues affecting Young People, parents of disabled children and carers' (along with other groups listed on page 11)

Implementing the scheme

The implementation of the Disability Equality Scheme will be driven by the Corporate Equality and Diversity Group. Directorate Equalities Implementation Groups will implement it at directorate level.

Corporate Equality and Diversity Group (CEDG)

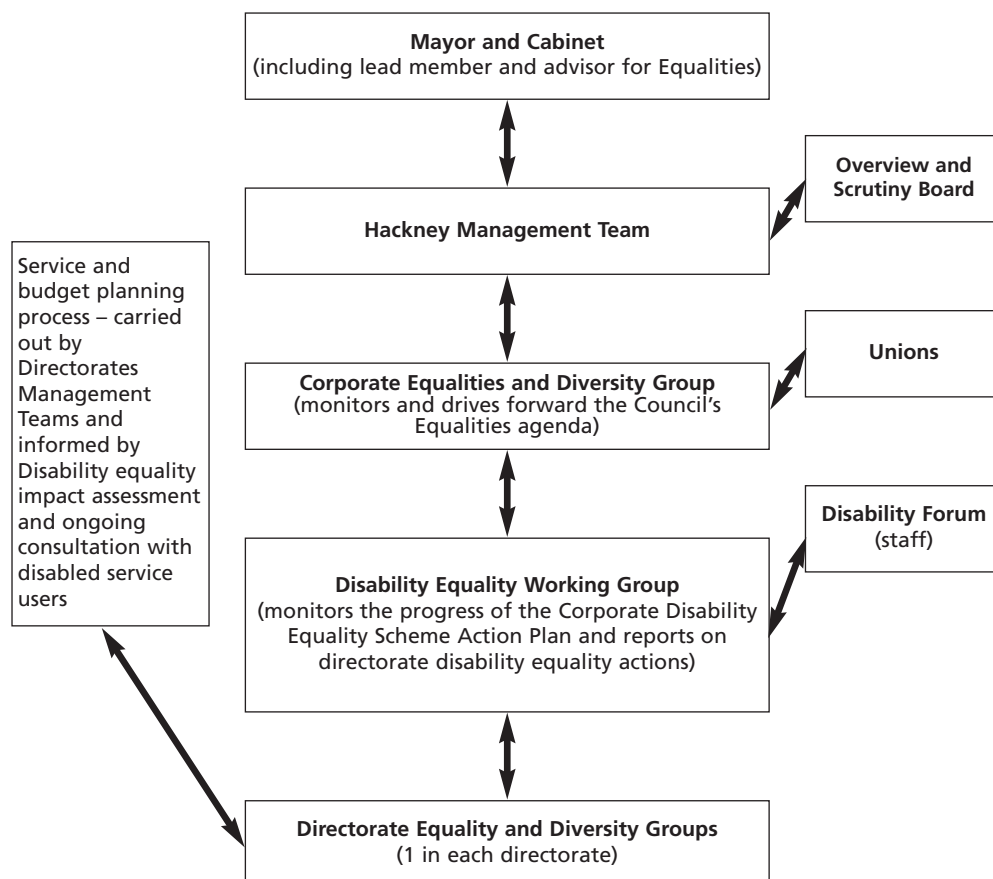
- Ensures implementation of the Corporate Equality Plan and Core Equality Standard Action Plan and scrutinises directorate progress on related equality policies

Directorate Equalities Implementation Group (DEIG)

- Ensure that the equalities policies are put into practice at directorate level and staff are fully aware of directorate targets and systems

Monitoring and Evaluation

Progress on the Disability Equality Scheme action plan will be monitored and evaluated through the Disability Equality Working Group (DEWG) which inputs directly to the Corporate Equality and Diversity Group (CEDG). In addition to this, the Council has various other measures and structures in place that will assist in monitoring the progress on the scheme at different levels (see page 15).





The Disability Equality Scheme action plan has in-built monitoring systems in place (see page 37), which will be used as a means of measuring its efficiency and effectiveness.

This is the first Disability Equality Scheme and it will be evaluated and reviewed on an annual basis in consultation with disabled people.

Feedback and Update

The Council promotes its overall commitment to equalities and diversity through regular features in Hackney Today, through its corporate and directorate newsletters and through the equalities webpages for staff and the wider community. Directorates also produce bi-annual equalities and diversity 'Story boards' in order to celebrate and share innovative ideas and best practice across and within directorates.

Regular DES updates will be posted on the Council's webpages and staff intranet. A series of articles in Hackney Today will also provide updates for staff and members of the community on the progress on the scheme.

Summary progress reports on implementation of the Core Equality Standard Action Plan, Directorate Equality Action Plans, the Race Equality Scheme, Disability Equality Scheme and the results of the equality impact assessments for existing and proposed (relevant) functions, services and policies, will be reported annually through the publication of an Annual Equality and Diversity Report from 2007 onwards.

Disability Equality Scheme – Action Plan

This corporate Disability Scheme (DES) Action plan is owned by Councillor Karen Alcock (Cabinet Lead Member for Equalities and Diversity. Kim Wright (Director of Community Services & Lead Chief Officer for Equalities and Diversity) and other members of the Corporate Equality and Diversity Group are responsible for overseeing its implementation.

The Disability Equality Working Group (DEWG) is responsible for co-ordinating and monitoring progress of the DES action plan at corporate level.

Directorate Management Teams (DMTs) are responsible for implementing the DES as well as specific local actions, which have been identified as a result of consultation and Equality Impact Assessments at directorate level. These will be monitored via Directorate Equalities Implementation Groups, which report to the DEWG.

Implementation of the DES is scrutinised internally, by the Corporate Equality and Diversity Group and will be externally, via the (planned) Citizen's Panel.

The action plan is divided into the three fundamental areas of the Council's activity: **Service Delivery**; **Employment** and **Community Leadership**. Within each of these broad areas, agreed corporate objectives have been set which aim to achieve the positive outcomes which disabled people in Hackney have identified as most important to achieving Disability Equality.

The DES runs for 3 years from December 4th 2006 to December 3rd 2009 but will be subject to regular updates and formal annual review. The corporate objectives contained within the DES should all be met by the end of this 3 year period though further objectives will be developed over time, to ensure the Council continues to implement Disability Equality and achieve specific priority outcomes identified by disabled people. Each separate action (or project element) supports one or more of the DES's corporate objectives and in some cases supports other corporate objectives such as Service First and Community Engagement. Some objectives have been assessed as requiring a project management framework and this is indicated within the action plan. (NB. Identified projects will be subject to LBH's Project Management Framework). Target completion dates for actions (or project elements) are also included in the action plan.

Actions (or project elements) relating to specific areas of service delivery, employment practice or community leadership, which need to be carried out at directorate level have, been agreed within each of the Council's 5 directorates and within Hackey Homes and are included in each of their individual Equality Action Plans. These have also been informed directly by disabled people in Hackney and/or arise out of recommendations made through access reports such as the Mystery Customer Report.



ACTION PLAN

1. Service Delivery - To provide accessible and appropriate services for disabled people and the elimination of discrimination

Objectives	Actions	Due date	Lead	Evidence/ Outcomes	Driver	Status
1.1 To oversee the development and implementation of the Disability Equality Scheme at corporate level	1. Set up a Disability Equality Working Group (DEWG) which includes disabled people	June 06	ET	Group including key stakeholders, partners and representatives from disability /carers/ young carers/ disabled young people's organisations meeting regularly and contributing to DES development	DDA ESLG Level 2	
	2. Prepare a disabled community involvement and consultation plan as part of Council's wider community engagement work	May 06		Community involvement plan in place and involvement events and initiatives underway	DDA ESLG Level 2	
	3. Set up mechanisms for bi-monthly monitoring of the corporate DES action plan	Dec 06		Minutes of DEWG reporting regular monitoring of DES (and directorate actions)	DDA	
	4. Ensure disabled people will be involved in scrutinising implementation of the DES	Dec 06 on-going			DDA	
	5. Review DEWG membership to ensure wide and appropriate representation from local disabled people via disability/ carers groups as well as other areas of the Voluntary and Community Sector	Jan 07		Continued involvement of disabled people on DEWG Wider involvement from disabled people		
1.2 To ensure that the disability elements of the Equality Standard for Local Government are achieved	1. Monitor at DEIGs and at CEDG	On - going	ET & CEDG reps	Intended actions implemented and signed off on relevant plans	ESLG	

Objectives	Actions	Due date	Lead	Evidence/ Outcomes	Driver	Status
1.3 To prioritise, as part of development and future annual reviews of the DES, the most relevant service areas and functions for disabled people in order to address identified gaps/ barriers in service delivery	1. Corporately driven actions agreed by lead Members and Chief Officers and integrated into DES	Nov 06	KW / lead Members	DES corporate action plan agreed and signed off	DDA	
	2. Directorates informed of directorate specific feedback/ recommendations of Mystery Customer Report and consultations	Aug 06	ET / KW	Reports sent to Directors and relevant equality reps for prioritised action planning by directorate management teams	DDA	
	3. Ensure all future EIA's include a clearly defined and thorough assessment around disability	Dec 06 on-going	DMTs	All future EIA's contain a specific section on disability and relevant actions are integrated into DEAP's	DDA ESLG	
1.4 To develop service level equality objectives and targets around disability	1. Directorates set targets around disability in their DEAP's based on i) EIA outcome actions ii) Recommendations from Mystery Customer Report iii) Agreed priorities arising out of consultation iv) Equality Standard priorities around disability	Nov 06	DMTs	Lists of prioritised actions for years 1,2 & 3 received by Equalities Team and actions for 06-07 incorporated into existing DEAP's	ESLG BVPIs	
	2. Directorates identify and ring fence necessary budgets to implement actions	Jan 07 on-going	HMT	Actions included in the DEAP's and progress monitored on a regular basis – ensure targets are achieved	DDA	
	3. DEWG to monitor implementation of directorate actions on a quarterly basis and report to CEDG	Mar 07	Dir Reps/ Dir Equ Leads	DEWG minutes recording individual directorates' actions/ progress, CEDG minutes recording same	DDA	



Objectives	Actions	Due date	Lead	Evidence/ Outcomes	Driver	Status
1.5 To raise staff and public awareness around disability and improve appropriate customer care skills so that accessibility to all council services is continually improved	1. Develop and commission corporate Disability Equality Training to be delivered by disabled people and implement a rolling programme for i) service managers and policy makers ii) Frontline staff	Apr 07	ET/ HR (L&D)	Programme developed and in conjunction with disability organisations Timetable of courses advertised for 07-08 delivery	DDA ESLG Level 2	
	2. Set up targeted training for HR staff and managers around disability in the workplace (see also 'Employment')	Apr 07 (pilot)	ET/ HR (L&D)	Timetable of courses advertised for during Feb / Mar 07		
	3. Negotiate joint training with key partners including Team Hackney and the Learning Trust	April 07	ET/ partner orgs	Increased customer/staff satisfaction- improved accessibility and rise in number of service users	DDA	
	4. Improve the provision and maintenance of disability related equipment/ adaptation such as induction loop etc	Apr 07	Local Facilities Management	Improved access to services		
	5. Include reference to the DES and Disability Forum info in E-induction training package'	Sep 06	ET	Information in new programme from Oct 06	DDA	
	6. Develop Disability Webpage with links to DES and general information/ training etc	Jan 07	ET/ C&C Teams	Webpage and links in place under Equalities and Diversity / Disability and Learning Disabilities		
	7. Develop a directory of services for disabled people in Hackney in a range of accessible formats/ languages	Dec 07	DEWG	Directory published on website and available in hard copy		
	8. Prepare and circulate Disability Equality awareness guidance for staff briefing	Apr 07	ET/ C&C Teams	Included on webpage and hard copies circulated to each directorate		

Objectives	Actions	Due date	Lead	Evidence/ Outcomes	Driver	Status
1.6 To ensure any policies, procedures, functions or projects which are being developed or reviewed, assess the potential differential impact for disabled people and mitigation of adverse impact is considered in consultation with disabled people and carers	1. Directorates to conduct EIA's on existing policies etc and implement actions arising from them.	Nov 06	DMTs/ CEDG reps	EIA's received by Eq Team and EIA progress list updated. Actions arising out of EIA's evident in DEAPs	ESLG Level 2	
	2. Programme of retrospective EIA's published on Web. All directorates build automatic EIA process into policy development / review procedures and inform Equalities Team for publication.	Nov 06	ET/ DMTs	EIA requirements included on all HMT and cabinet reports and built into procurement templates and PIDs. EIA's made available on Web	ESLG Level 2	
	3. EIA's built into cyclical Service Improvement Reviews (SIRs) each year	06-07 on-going	Perf Team/ DMTs	Planned SIR PIDs contain relevant EIA	ESLG Level 2	
1.7 To improve Council's understanding of needs and gaps/ barriers to service provision and co-ordinate better cross service working by developing more detailed data sets relating to disabled service users and satisfaction levels KEY PROJECT	1. Ensure ongoing liaison with advocacy services and Disability Reference Groups and organisations' user forums	Dec 06	DMTs/ CEDG reps	New service user / resident monitoring forms developed and in use – including DDA definition of disability	ESLG Level 2	
	2. Introduce more detailed disability monitoring consistently across Council	Nov 06	ET/ DMTs	SIR includes recommendations for improving collection, analysis and application of disability monitoring information related to complaints	ESLG Level 2	
	3. Review disability monitoring within complaints processes as part of 2006 - 7 Service Improvement Review (SIR) of Complaints	Mar 07	Perf Team/ DMTs	Initial audit report produced covering corporate level and directorate information management processes	ESLG Level 2	
	4. Conduct audit of disability related information/ evidence currently available	May 06		Main gaps/ barriers identified in Evidence Gathering report		



Objectives	Actions	Due date	Lead	Evidence/ Outcomes	Driver	Status
	5. Identify gaps/ barriers to effective collection, analysis and sharing of information	May 06	ET	Map developed and accessible by all departments	DDA	
	6. Conduct more detailed review and create a corporate disability information map	May 07	Pol & Res Team	Protocols in place and effective information sharing available where appropriate	ESLG	
	7. Set up information sharing protocols between directorates and key agencies	July 07	Pol & Res Team	Database /register developed and appropriate access rights agreed.	ESLG	
	8. Explore options for developing a council wide database of disabled and vulnerable service users/ residents similar to Disabled Children's Key Register (see also 1.10/ 8)	July 07	Pol & Perf Division	More disabled people have equal access to information/ services and are consulted on issues which may concern or impact on their lives	ESLG	
1.8 To assess and tackle incidents of harassment and discrimination against disabled people and raise awareness of issues amongst staff and partners	1. Revised internal guidance on incident monitoring updated to include harassment based on disability	Aug 06	CST	Briefing sessions timetabled for early 07	BVPI	
	2. Set up briefing sessions to ensure staff and managers understand own duties under the requirements	Jan 07 – May 07	ET/ HR (L&D)	Specific section evident in training programme	BVPI	
	3. Include section on reporting and recording incidents within new Bullying and Harassment training	Nov 06	ET	Posters displayed in public and staff areas of main Council buildings	BVPI	
	4. Produce specific anti-harassment posters to raise awareness of disability aspect	Dec 06	CST	Issues paper produced and options appraisal completed	ESLG	
	5. Explore options for developing a Multi-agency Disability Harassment Group to track incidents and advise on policy which reports to CEDG and Safer Communities Partnership	April 07	HR	Reference to HR policies included in induction packs. Equalities webpages link with HR policies page. Information discussed at Staff Forums, staff update and team briefings and views feedback to CEDG		

Objectives	Actions	Due date	Lead	Evidence/ Outcomes	Driver	Status
	6. Ensure all staff and partners are aware of 'whistle blowing' policy relating to mis-treatment of young people and vulnerable adults	Apr 07 on-going	HR	Reference to HR policies included in induction packs. Equalities webpages link with HR policies page. Information discussed at Staff Forums, staff update and team briefings and views feedback to CEDG	ESLG	
1.9 To ensure partners and contractors sign up to the Council's Disability Equality values	1. Audit key partnering arrangements Learning Trust; Hackney Homes; Leisure Partnership; Community Safety Partners (in yr 1) to ensure Disability Equality objectives are being met	Dec 07	DMT	Audit report produced and action plan developed (see below)	DDA	
	2. Ensure all procurement activity includes an EIA related to disability	Dec 06	Proc Team	Equality requirements incorporated in procurement framework and reflected in all contracts/SLAs etc	DDA	
	3. Develop systems to support contractors and monitor compliance with Disability Equality objectives such as Red light system preferred contractors	Mar 08	DMTs managing contract	Action plans (see above) in place to address those contracts/ partnerships which fall short of LBH expectations	DDA	
	4. Organise targeted equality and diversity training for contractors/ partners with special focus on disability	Sep 07	DMTs/ET	Dates set for targeted contractor/ partner training, to raise awareness around disability equality issues	DDA	
1.10 To ensure regular and ongoing involvement/ consultation with disabled service users and staff on service design, delivery and evaluation	1. Use annual resident and staff surveys to ask specific questions around disability and service delivery	Oct 06 on-going	C&C Team	Questions evident in surveys and relevant analysis reports produced and shared with DEWG	ESLG	
	2. Ensure disabled people continue to take an active role on DEWG	Dec 06 On-going	ET/ C&C Team	Ongoing membership and active contribution to DEWG apparent in minutes	DDA	



Objectives	Actions	Due date	Lead	Evidence/ Outcomes	Driver	Status
	3. Disability Forum for staff to be consulted on regular basis about improving service delivery	Sep 06 on-going	ET/ HR	Minutes of Forum and policy recommendations reported to DEWG/ CEDG /HR sub grp	DDA ESLG	
	4. Develop an annual Disability consultation event (linking with key partners such as HH; LT and PCT)	Sep07 on-going	ET/ C&C Team/ DEWG	Funding identified and dates for annual event set for 2007	DDA	
	5. Commission Mystery Shopper Exercise every 18 months - involving disabled service users. (RoP bid to be submitted in mid 07 and mid 09 to ensure resources)	Apr 08	DEWG	Recommendations reported to CEDG, actions incorporated into DEAP's/ DES	DDA	
	6. Consult with disabled people on corporate issues / future development of DES at directorate/ partner led events to ensure face to face and supported consultation for all groups	Jan 07 on-going	ET/ C&C Team	Records of events attended and relevant feedback collected and incorporated into DES	DDA	
	7. Consult with disabled young people and parents/ carers via existing Key Register	Apr 07 onwards	ET/ C&C Team	Information incorporated in the reviewed DES action plan	DDA ESLG	
	8. Investigate the development of a shared corporate database of disabled/ vulnerable people in Hackney eg. Service First Customer database (see 1.7/8)	Apr – Jun 07	Pol & Res Team	Database developed and used as appropriate for direct consultation		
1.11 To ensure all Council buildings and services are fully accessible to all disabled people and at a minimum comply fully with DDA part 3 requirements (and Part M of building regulations) KEY PROJECT	1. Continue with agreed capital programme of DDA works – to be monitored by CEDG 2. Set up rolling programme of physical access audits for all buildings and open spaces on a two-yearly basis 3. Increase disabled parking provision around public buildings and other externally provided services such as parks and open spaces	On-going From Apr 08 Apr 08	Prop Team /CEDG Prop Team P&P/ Reg Parking Forum	Progress against set targets detailed in CEDG minutes and in BVPI Reports and available on Web and in 'The Key' and 'Hackney Carers' Regular outcome reports available on Web from Sep 07 Additional parking spaces provided across borough (% to be agreed and inserted)	BVPIs DDA DDA	

Objectives	Actions	Due date	Lead	Evidence/ Outcomes	Driver	Status
1.12 To ensure Council information is available in accessible and appropriate formats - developed in partnership with key stakeholders	1. Corporate minimum standards developed and agreed (ie. which basic info must be produced in which formats /languages etc)	Apr 07	ET/ C&C Team/ LD/ SI teams	Briefing note on Corporate standards agreed at HMT-circulated to all directorates. Staff guidance available on Intranet and specific information for service users on Web	DDA	
	2. Directorates to conduct audits of basic service information and make available in accessible formats according to set minimum standards	Sep 07	DMTs/ CEDG reps	DEIG minutes include report on audit and DEAPs include actions to address gaps	DDA	
	3. Produce corporate guidance for staff on how to accommodate people with language and accessibility needs	Sep 07	ET/ C&C Team	Guide available on Web and in hard copy, including information on Interpretation and Translation services.	DDA	
	4. Commission assessment of LBH website to ensure it is Bobby or WWW standard	Mar 07	C&C Team	Bobby or WWW accreditation in place or timetabled action plan in place to address gaps	DDA	
1.13 To work with relevant agencies such as Disability Hackney and Transport for London to maximise opportunities to improve mobility within and in and out of the borough	1. Explore funding opportunities for assisting in, setting up and facilitating a Mobility Forum.	Mar 07	N&R Street-scene	Issues paper produced outlining possible options and indicative timetable	GLA Act LIP	
	2. Establish quarterly meetings with voluntary sector to discuss transport related issues and provide support where possible	Apr 06	Parking Team	A timetable of regular meetings in place and minutes of meetings available		
	3. Review of number of disabled parking bays and their location against number of blue badges and application process	Dec 07	Parking Services Parking Services	A timetable of regular meetings in place and minutes of meetings available	DDA	
	4. Review blue badge parking in resident bays or pay and display bays in residential areas	Mar 07	N&R/ parking	Increase in the number of successful applications, set up online resource	DDA	



Objectives	Actions	Due date	Lead	Evidence/ Outcomes	Driver	Status
	5. Review Carer freedom pass policy to admit one carer	Jan 07	ET/ C&C Team	and in hard copy, including information on Interpretation and Translation services.	DDA	
	6. All consultation for Streetscene and/or Parking to have Disability Hackney as one of the statutory consultees to ensure access-compliance	Apr 07	C&C Team	Bobby or WWW accreditation in place or timetabled action plan in place to address gaps	DDA	
1.13 To work with relevant agencies such as Disability Hackney and Transport for London to maximise opportunities to improve mobility within and in and out of the borough	1. Explore funding opportunities for assisting in, setting up and facilitating a Mobility Forum.	Mar 07	N&R Street-scene	Issues paper produced outlining possible options and indicative timetable	GLA Act LIP	
	2. Establish quarterly meetings with voluntary sector to discuss transport related issues and provide support where possible	Apr 06	Parking Team	A timetable of regular meetings in place and minutes of meetings available	DDA	
	3. Review of number of disabled parking bays and their location against number of blue badges and application process	Dec 07	Parking Services	A timetable of regular meetings in place and minutes of meetings available	DDA	
	4. Review blue badge parking in resident bays or pay and display bays in residential areas	Mar 07	Parking Services	Increase in the number of successful applications, set up online resource		
	5. Review Carer freedom pass policy to admit one carer	Jan 07	N&R/ parking	Reviewed policy based on the outcome of the consultation exercise		
	6. All consultation for Streetscene and/or Parking to have Disability Hackney as one of the statutory consultees to ensure access-compliance	Apr 07		Improved schemes with reduced requirements for amendments. Consultation response received from DH and issues resolved		

2. **Employment** - To ensure equal and fair treatment and the recognition of diverse potential and to develop a workforce that reflects Hackney's disabled communities

Objectives	Actions	Due date	Lead	Evidence/ Outcomes	Driver	Status
2.1 To provide fair and equal access to employment by identifying specific actions to address current under-representation of disabled people in the workforce	1. Set Corporate targets (BVPIs) for recruitment for next 3 years: (3.6% for 06 - 07)	Jan 07 on-going	ET/ HR / DMTs	Increased number of disabled people in employment with the Council	BVPI	
	2. Directorates to set local targets	Dec 06 on-going	DMTs/ HR (R&R)	LBH listed as member organisation on scheme	BVPI	
	3. Advise directorates on targeted recruitment methods	Sep 06 on-going	HR/ ET	Record of promotions available eg. editorial/ posters	BVPI	
	4. Work with Hackney Recruitment Partnership to monitor vacancies arising and take actions to improve accessibility for people with disabilities (eg. review JDs)	Apr 07 & on-going	HR (R&R)	Pilot underway and project plan in place for phased implementation from Oct 07, (including link to 'Workstep')	BVPI	
	5. Work with Disability Hackney on Newpud programme	Jan 07 onward	ET/ HR (R&R)	More 'Workstep' employees in permanent employment with LBH	DDA BVPI	
	6. Promote LBH as a Disability Equality positive organisation		ET/ HR /LD Team		DDA	
	7. Start 'Workright' Pilot in C&CS (programme aims to tackle estimated 90% unemployment for people with learning disabilities and monitor numbers gaining permanent employment)		ET/ HRP/ LD Team/		DDA BVPI	
	8. Extend and link 'Workstep'		HR/ ET LD teams		DDA BVPI	



Objectives	Actions	Due date	Lead	Evidence/ Outcomes	Driver	Status
2.2 To eliminate any potential discrimination in employment practice	1. Obtain Two Tick accreditation	Jan 07 – Sep 07	HR (R&R)	Accreditation. Two Tick symbol included on recruitment literature. Minutes of DEWG demonstrating progress and HR section of C&CS DEIG updated accordingly	BVPI	
	2. Carry out agreed recommendations in Mystery Customer Report (I – vi) and include reference to Workstep on applications	Dec 06	HR (R&R)	New staff monitoring forms developed and in use.heck and advise. Clearer DDA definition of disability. Diversity data available in clearer formats	BVPI	
	3. Extend staff monitoring forms to include more detailed information on disability. Report annually to RSG	Oct 06	ET/ HR (Sys)	More detailed diversity monitoring information on application forms	BVPI	
	4. Introduce more detailed disability monitoring of applications	Sep 07	ET/ HR (R&R)	Identify reasons for leaving and address areas identified	BVPI	
	5. Introduce disability specific exit monitoring procedures and report any trends via RSG (or as appropriate)	Apr 07	HR/ ET	Staff feel valued and assisted to carry out their duties	DDA BVPI	
	6. Introduce monitoring of disabled employees' appraisals	Dec 06	HR/ ET	Increased staff satisfaction levels Increased awareness and staff satisfaction	DDA	
	7. Monitor staff attitudes on progress via Staff survey	Apr 07	HR ET/ HR	Quarterly reports to RSG (or equivalent), including directorate commentaries and planned actions	DDA BVPI	
	8. Ensure new specification for IRU includes support/ advice service for staff experiencing y harassment or discrimination	Dec 06 ongoing	HR (Sys)/ET	Increased awareness and staff satisfaction	DDA BVPI ESLG, BVPIs	

Objectives	Actions	Due date	Lead	Evidence/ Outcomes	Driver	Status
	9. Identify trends or patterns of employment and use information to inform future target setting and actions to close gap between community and workforce profiles	Dec 06 ongoing	HR (Sys)/ET	Quarterly reports to RSG (or equivalent), including directorate commentaries and planned actions	ESLG	
	10. Set up targeted training for HR staff and managers around disability in the workplace (see also 'Service Delivery')	Apr 07 onward	ET/ HR (L&D)	Timetabled training programme available plus list of staff who will/ have attended	BVPI ESLG	
	11. Review current recruitment & selection training to include best practice in disability recruitment and recommend refresher training for managers	Jul 07	ET/ HR (L&D)	Promotional material, Terms of Ref, meeting dates, and minutes of group available	BVPI	
	12. Set up a disabled employee mentoring scheme	Jun 07		Recommendations reflected in DEWG /CEDG minutes	DDA	
	13. Set up Disability Staff Forum to discuss and advise on relevant issues	Sept 06 ongoing	HR (L&D)/ ET	Allow staff time off to attend meetings and discuss/ identify barriers	DDA	
2.3 To provide fair, and equal access to all staff for career development	1. Review of phoenix programme to target disabled staff	Apr 07	ET/ HR (L&D)	Phoenix programme promotional material - to attract disabled staff	BVPI	
	2. Monitor nos. of disabled people receiving and applying for training	Apr 07	HR (L&D)	Data reported to RSG (or equivalent) and in CEP	ESLG	
2.4 To ensure the needs and requirements of existing disabled staff are addressed and employment policies and practice recognise and respond to any emerging needs in consultation with staff	1. Ensure R&R Policy includes section on support for disabled employees and guidance on support workers	Jun 07	ET/ HR	Relevant section evident in R&R Policy and available on intranet	BVPI	
	2. Ensure regular review and EIA of relevant employment policies such as Sickness Absence Policy	Jan 07	ET/ HR	Relevant policies have been screened for potential negative impacts on disabled staff and are clear and accessible to managers and staff	ESLG	



Objectives	Actions	Due date	Lead	Evidence/ Outcomes	Driver	Status
	3. Set up mechanism to monitor types of support requested, provisions made and improvements needed, e.g. support worker, screen reading equipment, etc	Apr 07	HR/ H&S	Corporate HR log of requests in place plus record of actions. Increased satisfaction of existing staff	DDA	
	4. Support for disabled people or those who become disabled to be included in Healthy Workforce Strategy	Dec 06	HR/ H&S	Relevant section evident in draft Strategy including information on benefits advice	DDA	
	5. Provide guidance for partners, funded organisations + SLA providers to support disabled people into the workplace	Apr 08	HMT	Joint working with partners to increase numbers of disabled people access employment		

3. Community Leadership - To develop and maintain effective community partnerships and maximise opportunities to involve disabled people

Objectives	Actions	Due date	Lead	Evidence/ Outcomes	Driver	Status
3.1 To lead by example and ensure that partners and contractors sign up to the Council's Disability Equality values	1. Ensure DES is circulated to all relevant voluntary and community sector organisations key public agencies	Jan07 & on-going	ET/ DEWGI	Records of circulation list and DEWG minutes demonstrate representation of key agencies	DDA ESLG Level 2	
	2. Work with Team Hackney to encourage and support active participation by disabled people through representation on the LSP and in delivering the Council's Community Strategy	Jan 07 & on-going	CE & Mayor	Names of disabled people / organisation reps on Partnership Board membership plus minutes demonstrating active involvement in decision making processes	ESLG Level 2	
	3. Ensure that LT; HH and PCT adhere to this DES or that their own DES links to this	Apr07	CE & DMT	Copies of partner organisations' DESs reflect consistency	DDA ESLG Level 2	
					DDA	
					DDA	

Objectives	Actions	Due date	Lead	Evidence/ Outcomes	Driver	Status
3.2 To ensure ongoing involvement of disabled people in policy development and review	1. Ensure involvement of disabled people is integral to Council's Community Engagement Strategy when developed	Sep 07 (or as develop -ed)	C&C Team	Consultations show involvement of disabled people with priorities and action plans leading to service development	DDA	
	2. Ensure inclusion of disabled people on new Citizens panel	Apr 07 (or as set up)	C&C Team	Disabled people/ reps from organisations included on Panel	ESLG DDA	
	3. Consider options for capacity building in the C&V and statutory sector to provide more effective advocacy, information and support services to the community. (ROP bid to be submitted in summer 07)	Sep 07	CE/ DMT	HMT Issues paper produced, outlining key issues and making initial proposals for development	DDA	
	4. Map/ scope existing services and work in partnership with community, voluntary and other statutory sector agencies eg. PALS; the Key; Carers Centre;	Jun 07	Policy & Res Team/ Team Hackney	Completed map/scoping exercise and forums for partnership and collaboration. Increased capacity and better access to information and support and advocacy.	DDA	
3.3 To ensure that the Council's equality and diversity objectives are incorporated into contracts and 'partnership' arrangements engaged in by the Council	1. Equalities Team to work with (i) Procurement (ii) Economic Development Unit (iii) BSF to develop and target Equalities training for (a) contract managers (b) for major commercial contractors to ensure that procurement of contracts are disability equality screened	Sep 06 – Apr 07	ET/ (i) Proc Team (ii) Eco Dev Team (iii) BSF Team	- Procurement 'Driving License' training includes updated section on equalities - Training materials include disability equality information - Date set for pilot course - Reviewed equality section included in ITTs / contracts	ESLG	



Objectives	Actions	Due date	Lead	Evidence/ Outcomes	Driver	Status
3.4 To identify and improve knowledge of good practice in service delivery via partnership work with local disability experts eg.V&CS groups	1. Multi- agency training materials produced in consultation with expert professionals and disabled people	Apr 08	ET/ Proc Team/ partners	Staff able to demonstrate application of disability best practice through the appraisal system Clear understanding of Council's Equality values, more informed and confident staff	DDA	

- RED = At risk
- AMBER = On track but needs monitoring
- GREEN = On target/complete

Traffic lights monitoring system to be applied to 'Status' column

GLOSSARY

- BSF Team – Building Schools for the Future
- BVPIs – Best Value Performance Indicators
- C&C Team – Communications & Consultation Team
- CE - Chief Executive
- CEDG – Corporate Equality and Diversity Group
- CEP – Corporate Equality Plan
- Comp Team – Complaints Team
- CST – Community Safety Team
- DDA – Disability Discrimination Act
- DEAPs – Directorate Equalities Action Plans
- DEIG – Directorate Equalities Implementation Group
- DES – Disability Equality Scheme
- DEWG – Disability Equality Working Group
- DMTs – Directorate Management Teams
- E&D – Equality & Diversity Policy
- Eco Dev Team – Economic Development Team
- EIAs – Equality Impact Assessments
- ET – Equalities Team
- ESLG – Equality Standard for Local Government
- GLA – Greater London Authority
- H&S – Health & Safety
- HH – Hackney Homes
- HMT – Hackney Management Team
- HR – Human Resources
- liP – Investors in People
- KW – Kim Wright
- L&D – Learning and Development Team
- LIP – Local Improvement Plan
- LT – Learning Trust
- N&R – Neighbourhoods & Regeneration
- PCT – Primary Care Trust
- Perf Team – Performance Team
- Phoenix – Targeted training programme
- Proc Team – Procurement Team
- Prop Team – Properties Team
- R&R – Recruitment & Retention
- RSG – Race Scrutiny Group
- SLAs – Service Level Agreements
- T&T – Traffic & Transportation
- V&CS – Employment initiative focussing on supporting those with disabilities
- Workstep – Supported employment programme for people with learning disabilities



Disability Equality Scheme Focus Groups Timetable

No.	Group	Date
1	Orthodox Jewish Community	September 2006 - ongoing
2	Vietnamese Community	April 2007
3	Turkish Community	May 2007
4	Young People's Event	March 2007
5	People with Sensory Impairments	October 2006 - ongoing
6	Carers'	November 2006 - ongoing

NB: Dates in the table are tentative. This table will be updated on a regular basis.

