

**Northwest Equality and Diversity Strategy
Review (2006 – 2008)
And
Future Activity (2008-2010)**



GOVERNMENT OFFICE
FOR THE NORTH WEST



INTRODUCTION

In 2004 the North West Regional Assembly (now 4NW), Government Office North West (GONW) and the North West Development Agency (NWDA) made a commitment to develop a joint regional equality and diversity strategy. This began with the NWRA leading on the development of a consultation document called "Action for Equality" with input from 40 stakeholder organisations.

The consultation document was launched in January 2005 and aimed to enable the region to set clear objectives and determine priorities and to result in a single coherent action plan.

The top 3 priorities identified through the consultation formed the basis of the Implementation Plan.

1. Economic participation for all
2. Reducing hate crime and violence and
3. Promoting diversity as an asset.

These 3 priorities were also seen complementary and to provide scope for all three partners to contribute to their delivery. For example, progression towards greater economic opportunities for all depends on a more positive attitude towards diversity. A positive attitude to diversity should help reduce hate crime and furthermore one could argue that the three goals will contribute to greater social cohesion in the region and improve well being.

The commitment to the delivery of the plan was strengthened by the governance arrangements for Equality and Diversity:

- Leadership is ensured through the Equality Strategy Group (ESG) which brings together Director-level input from each agency and informs the Regional Strategy Team. In order to extend the influence of the strategy and its delivery, the group now includes representation from the Equality and Human Rights Commission (EHRC) and the regional Strategic Health Authority (NHS NW).
- All three regional partners support the North West Equality and Diversity Group (NWEDG) which brings together regional stakeholders from the public, private and third sector covering all the equality strands. The group has an advisory role in the delivery of the strategy and facilitates a wider participation through its networks throughout the region.

The partners have found that consultation of regional stakeholders in the formation of policy, and a more inclusive approach to regional policy development, are extremely helpful in maintaining commitment and momentum. The improved governance structure represents one real success of the strategy as lack of sufficient capacity to deal with equality and diversity issues at a regional level had been another issue identified during the consultation period in 2005.

This document presents an update of the significant progress made since 2006 and outlines a proposed approach for 2008-2010.

PROGRESS ON OUR ACTION PLANS

The Strategy has ensured focus on Equality and Diversity in each of the three agencies. All have taken stock of their organisations and taken steps to embed Equality and Diversity principles internally as well as increase capacity. Significant internal developments have included the adoption of Equality Impact Assessments, training and strengthening and capacity building of existing teams working on equality and diversity issues.

1. Economic Participation for All

The overall vision for economic participation for all was to “secure for everyone in the region, the possibility of participation in employment or enterprise, as part of the sustainable economic development of England’s Northwest” acknowledging that economic participation is a key factor in addressing inequalities.

Delivery of this priority was led by the NWDA and focused on a number of key issues which are cited below:

Tackling discrimination in the labour market involved:

- the establishment of Migrant Workers North West and the North West Forum on Ageing (5050 vision)
- the development of training and employment opportunities for ex-offenders, mental health service users and homeless people are steps that have been taken to tackle discrimination in the labour market.

Promoting enterprise to non-traditional entrepreneurs involved:

- funding provision for the Ethnic Minority Business Forum, the Women’s Enterprise Forum and PRIME older people’s enterprise initiative
- setting a target of 50% of female, BME and disabled entrepreneurs under the new Business Start Up scheme

Supporting people out of worklessness and into work involved:

- development of a Regional Employability Forum with Job Centre Plus
- promoting equality as a theme within the Northern Way worklessness pilots
- Train to Gain and Grow your Own Future Workforce initiatives

Facilitating a reduction in skill disparities for equalities groups included:

- conducting research into the impact of worklessness, demographic change, migration and diversity within the region and its economy
- supporting the work of ACAS in running the Fair Employment Zone at the Trafford Centre
- commissioning research on Diversity in Business

2. Reducing Hate Crime and Violence

The vision for this priority was to strengthen the NW region's understanding of, and approach to, tackling hate crime and violence, with the aim of reducing the incidence of both across the region. The main focus has been on Domestic Violence (DV) and Hate Crime including homophobic, religious and racially motivated hate crime. This was chosen in the recognition that it is an indicator of discrimination against minority communities and a key national priority.

The delivery of this priority was led by GONW and the following actions have been progressed:

Stakeholder Engagement

- The delivery of a high profile two day national Hate Crime conference in Liverpool involving strategists and practitioners to share best practice and learning
- In addition, a NW Homophobic Hate Crime conference was held with workshops to discuss the issue faced by gay and lesbian communities and to share good
- A regional event on Tackling Violent Crime included 18 practitioner-led workshops showcasing existing NW approach to tackling the various strands of violent crime including hate crime, DV and sexual violence

Influencing and Mainstreaming through Local Authorities

- All 22 LAAs were reviewed to establish which already have targets for the reduction of Hate Crime and measures relating to DV. This established a base from which to measure future progress and to support local authorities to prioritise hate crime.
- 19 out of 22 LAAs have included DV targets and many areas that do not have specific LAA targets have good provisional targets locally including an IDVA (Independent Domestic Violence Advisory) service.

Development of baseline data for Hate Crime

- A review of 5 police force policing performance framework indicators has been completed and has established that currently figures for racially aggravated offences are available; however a composite baseline will not be available until April 2009. This is particularly of value, as disaggregated data on hate crime will be made available
- A demonstration project has been initiated to investigate other indicators of discrimination creating a robust tension monitoring framework.
- Work is currently underway to develop a North West Hate Crime Network

Build Capacity in the Domestic Violence Sector

- The NW currently has increased the number of Specialist Domestic Violence Courts from 11 to 20 due to the development of 9 successful bids this year.
- Work is underway with regional partners to identify and refer victims of DV to appropriate accommodation to ensure the safety and well being of vulnerable individuals

3. Promoting Diversity as an Asset

The vision for this objective was to establish that diversity is a permanent and beneficial fact of life in the Northwest; and more specifically that diversity is an economic as well as cultural and social asset.

Progress on this priority has been made in 3 key areas:

Influencing key decision makers and practitioners

- Five high profile policy symposia on a range of important equality and diversity issues such as Women and Work, which attracted national speakers like Baroness Prosser, were held to promote a better understanding of equality and diversity. These events were delivered with key stakeholders including the Voluntary and Community Sector and provided an opportunity for practitioners to network and share good practice. These events have led to further collaborative work on equality and diversity across the region.

Support and Encourage Equality and Diversity at Sub-regional Level: Widen awareness about, and knowledge of, diversity as an asset through the sub regions of the North West by working with the sub region and developing a series of events.

- Three sub-regional conferences were held in Cumbria, Greater Manchester and Merseyside, to give these sub-regions an opportunity to focus on their common challenges and promote joint working. These events also contributed to widening awareness and knowledge of diversity as an asset in the sub-regions.
- Further work has been progressed with the AGMA Equality Group and other individual local authorities to consider the role that performance frameworks can play in the delivery of better equality outcomes at local level. A project funded by the NW local authority improvement network NWIN is looking at ways in which small authorities can be supported to use equality performance indicators.

Influence the views of the general public, public and private sector organisations in favour of diversity as permanent and beneficial dimension to the North West.

- Celebr8 (Don't Discrimin8) regional festival of diversity has been a major part of NWRA efforts to deliver on their objective, covering eight strands of inequality. Celebr8 has been a successful part of the delivery on this area of work. It is an eight day programme of activity which aims to maximise regional media coverage of positive messages about Equality and Diversity while facilitating wide ranging activity within public, private and voluntary sectors at local, sub regional and regional level. It was first run in 2006 and scored 55 media hits, in 2007 achieved 65. In 2008 it continues to be enthusiastically supported by a range of organisations in the region including EHRC, ACAS, NW NHS as well as the third and private sector. This is an initiative that is now funded and supported by GONW, NWDA and 4NW.

OUR APPROACH FOR 2008-2010

Solid progress has been made on increasing capacity, sharing best practice and achieving specific goals since 2006, but as the government presses ahead with the new Equalities Bill, it is an important opportunity to take the equalities agenda to another level in the North West.

The Action plan is included in Appendix 1

GONW, 4NW (formerly NWRA), NWDA and our new partners in the Equality and Strategy Group, NHS NW and EHRC have many activities to which can directly contribute. We can also act as strategic facilitators in the delivery of the action plan of others, through the use of multi area agreements (GONW), political leadership (4NW) and influence on commissioning and procurement (NWDA).

The following are further areas where significant progress could be made over the next two years:

- 4NW: improving political leadership on equality and diversity and mainstreaming the agenda further into local authorities through members
- NWDA: commissioning action plans to develop economic opportunities for the specific groups including BME communities, women and disabled people.
- GONW: as national baseline figures are made available in 2009 robust regional data can be shared on levels of hate crime and domestic violence. This will enable targets to be set for measuring the reduction in hate crime and violence when engaging delivery partners.

It is the responsibility of all the partners to keep the current Action Plan under review, developing an appropriate research and evidence base, and ensuring that the objectives are mainstreamed into the emerging integrated Regional Strategy. A key strategy for success is to take a collaborative approach to delivery and ensure that the key stakeholders from all sectors make equality and diversity a priority and not an add-on to policy-making.

Northwest Equality and Diversity Strategy 2008-10

Action Plan

Priorities

Economic Participation for All

Vision: To secure for everyone in the region, the possibility of participation in employment or enterprise as part of the sustainable economic development of England's North West. With a focus on:

- Tackling discrimination in the labour market
- Promoting enterprise to non-traditional entrepreneurs
- Supporting people out of worklessness into work
- Facilitating a reduction in skill disparities for equalities groups

Reducing Hate Crime and Violence

Vision: To strengthen the NW region's understanding of and approach to tackling hate crime and violence, with the aim of reducing the incidence of both across the region. With a focus on:

- Domestic Violence
- Hate crime including homophobic, religious and racially motivated hate crime

Promoting Diversity as an Asset

Vision: To establish that diversity is a permanent and beneficial fact of life in the Northwest; and more specifically that diversity is an economic as well as cultural and social asset.

With a focus on:

- The region's decision makers
- The general public
- Sub-regional delivery

Objective – Economic Participation for All	Measure of Success	Lead Organisation(s)	Specific Actions for 2008-10
Ensure that the management of the Business Link contract includes monitoring progress on equality issues.	<ul style="list-style-type: none"> Awareness of who is using the Business Link Service A series of actions to encourage under-represented groups to use the service. 	NWDA Enterprise and Skills	<ul style="list-style-type: none"> Review current service provision to ascertain if certain groups experience barriers to accessing services Monitor profile of Business Link customers Implement actions highlighted by Equality Impact Assessments Ask for customer feedback.
Ensure that business start up and survival support addresses the barriers faced by disadvantaged groups.	<ul style="list-style-type: none"> Continued support of the Women's Business Network and the Minority Ethnic Business Forum A range of initiatives that will address the barriers faced by other disadvantaged groups e.g. disabled entrepreneurs Services that target disadvantaged groups An increase in the start up and survival rate of business by disadvantaged groups. 	NWDA Enterprise and Skills	<ul style="list-style-type: none"> Review existing research that explains barriers to start-ups, for example difficulty in securing finance. Identify which groups will be targeted Develop programmes that seek to address barriers.
Monitor the profile of those that use key account and inward investment support and business to business networks that the Agency supports.	<ul style="list-style-type: none"> Awareness of groups that do not benefit from current business support opportunities. Action plan to address under-representation More businesses able to benefit from shared learning. 	NWDA Enterprise and Skills	<ul style="list-style-type: none"> Ask and support those that deliver support services to monitor the profile of users Identify under-represented groups Conduct research to understand why.

Objective – Economic Participation for All	Measure of Success	Lead Organisation(s)	Specific Actions for 2008-10
Promote the value of equality and diversity to businesses that the Agency engages with.	<ul style="list-style-type: none"> Developed business case the sells the benefits of equality and diversity to business. 	NWDA Enterprise and Skills	<ul style="list-style-type: none"> Build on the work of Tourism to develop a business case that promotes the need for businesses to address equality and diversity.
Ensure that the Agency's role as a funding body is incorporated into the Agency's marketing material.	<ul style="list-style-type: none"> A funding programme that encourages all to apply and is accessible 	NWDA Communications and Marketing, supported by Equality and Diversity Term	<ul style="list-style-type: none"> Ensure documents are fully accessible Develop advertising and marketing that reaches all groups in the region
Understand the profile of those that apply and receive funding.	<ul style="list-style-type: none"> Increased awareness of the communities that apply for funding Respond to under-representation by informing Marketing and Communications of groups within the NWDA who should be targeted regarding NWDA's funding role. 	NWDA Programme Office	<ul style="list-style-type: none"> Monitor the profile of those that secure funding.
Understand and maximise the ERDF's impact on target groups (disabled, over 50's, women and BME communities).	<ul style="list-style-type: none"> A developed programme of equality and diversity support to funded organisations Awareness of the success of funding to reach target groups. 	NWDA Programme Office ERDF secretariat; Equality & Diversity Team	<ul style="list-style-type: none"> All funding applications go through the Equality Impact Assessment process Successful applications to conduct beneficiary monitoring to understand impact on target groups Agency to consider delivering appropriate support to organisations that received funding about how to make services accessible, target disadvantaged groups and meet equality requirements.

Objective – Economic Participation for All	Measure of Success	Lead Organisation(s)	Specific Actions for 2008-10
Understand the impact that the Agency is having in terms of up-skilling and addressing worklessness across different equality areas.	<ul style="list-style-type: none"> Awareness of the impact that the Agency has in the projects that it delivers and supports on different groups. A more focused approach by partners to engage with disadvantaged groups 	NWDA All Directorates	<ul style="list-style-type: none"> Beneficiary monitoring undertaken for employment / skills programmes about who they are supporting and their success in completing training / moving into work etc. The Agency will need to develop suggested monitoring information needed and support partners to implement it.
Work with training delivery providers to address the skills gap for target groups, disabled, women, over 50's, BME and white groups from deprived areas.	<ul style="list-style-type: none"> Services that tailor support to disadvantaged groups Increased awareness of the impact that programmes have on people with different characteristics Ability to share good practice about what works in addressing the needs of different groups. 	NWDA Enterprise and Skills	<ul style="list-style-type: none"> Work with partners to influence the provision of training in the region to ensure that it targets disadvantaged groups Use existing networks and programmes to do this – for example the Northern Way Evaluate training programmes regarding their success in impacting on disadvantaged groups.
Promote opportunities for men and women to develop careers in sectors where they are under-represented.	<ul style="list-style-type: none"> An increase in the number of people successfully applying to work in non traditional sectors Trends of under-representation positively changing over time. 	NWDA Enterprise and Skills	<ul style="list-style-type: none"> Analyse existing research to understand under-representation Influence the work of the Sector Skills Councils Support the development of a web-based campaign.
Ensure that the process for funding programmes is accessible to all.	A funding programme that encourages all to apply and is accessible.	NWDA Programme Office	<ul style="list-style-type: none"> Ensure documents are fully accessible Develop advertising and marketing that reaches all groups in the region Monitor the profile of those that secure funding.

Objective – Economic Participation for All	Measure of Success	Lead Organisation(s)	Specific Actions for 2008-10
Monitor the profile of those that we engage with and consult and address under-representation.	<ul style="list-style-type: none"> Understand who currently attends Agency events and monitor if the representation improves following targeted activity. 	NWDA Marketing and communications	<ul style="list-style-type: none"> At large events monitor the profile of those attending. Develop communication strategy to increase representation.
Raise the profile of equality and diversity within the region.	<ul style="list-style-type: none"> Programme successfully delivered Equality and diversity has a higher positive profile within the region Partners engaged in the discussion and debate on Equality and Diversity. 	NWDA Equality and Diversity Team / Marketing and partner agencies within the region	<ul style="list-style-type: none"> Delivery of programme of Conferences and policy symposia Participation in Celebr8 2008 Consider how the Agency monitors the profile of equality and diversity in the region. Engagement in the Equality Strategy Group and the Northwest Equality and Diversity Group
Ensure that infrastructure improvements promote accessibility for disabled people.	<ul style="list-style-type: none"> The Agency meets its statutory responsibilities The built environment and transportation allow participation for all. 	NWDA Development and Environment and Sustainable Development	<ul style="list-style-type: none"> Equality Impact Assessments are undertaken Staff promote appropriate regulatory / legislative requirements and good practice in terms of inclusive design Through the setting up of an Independent Disability Advisory Group.
Support partners to effectively consult with all sections of communities affected by planning applications, where appropriate.	<ul style="list-style-type: none"> All sections of society are consulted through accessible and engaging mechanisms about changes that may affect them. 	NWDA Planning	<ul style="list-style-type: none"> Seek to influence partners who are delivering planning schemes and regional development projects.
Ensure that best practice in welcoming disabled visitors is promoted widely.	<ul style="list-style-type: none"> 'Tourism for All' initiatives are developed within each sub region to increase awareness of disability and equality. Accessibility of our tourism industry improves. 	NWDA Tourism	<ul style="list-style-type: none"> Implement and promote bespoke projects developed to highlight exemplar activity ('Visit Chester' and 'One-Stop-Shop for Accessible Tourism in Europe') Sub-regional events run by the Northwest Regional Tourist Boards.

Objective – Economic Participation for All	Measure of Success	Lead Organisation(s)	Specific Actions for 2008-10
Work with Regional Tourist Boards to ensure that all people are encouraged to visit the Northwest.	<ul style="list-style-type: none"> • Tourism Businesses are welcoming to all visitors and therefore improve the quality of the experience for all visitors, encouraging repeat visits and improving productivity. 	NWDA Tourism	<ul style="list-style-type: none"> • Outline plan produced by the Agency and the Tourist Boards to mainstream addressing equality • Sub-regional events run by the Northwest Regional Tourist Boards.
Encourage attractions to monitor who is visiting them.	<ul style="list-style-type: none"> • We know who is visiting our attractions and we can support tourist attractions to reach untapped markets 	NWDA Tourism	<ul style="list-style-type: none"> • Influence the region's tourist attractions to conduct monitoring exercises. • Provide advice and guidance for attractions about how to monitor customer/visitor profiles.

Objective – Reducing Hate Crime and Violence	Measure of Success	Lead Organisation(s)	Specific Actions for 2008-10
<p>To establish the extent of racially aggravated, religiously motivated, Homophobic and transphobic crime as well as domestic violence and other violence against women.</p> <p>Increase the rate at which all Hate Crime (Race, Religious and Homophobic) and incidents result in positive sanction/detections, particularly in high incidence areas and/or communities of the Northwest.</p>	<p>Baseline for monitoring Action for Equality strategy to be agreed by 2009.</p>	<p>GONW Hate Crime Lead</p> <p>GONW Domestic Violence Lead</p>	<p>GONW will work with Home Office and North West CDRPs to establish a regional baseline for Hate Crime Incidents and repeat incidents of Domestic Violence by 2009 once developments nationally with the new performance frameworks including APACs are finalised.</p>
<p>Increase the rate at which Hate Crime is reported either directly to the police services or through third-party reporting arrangements, particularly in priority places in the Northwest.</p> <p>Increase the rate at which domestic violence is reported either directly to the Police services or through third-party reporting arrangements, particularly in priority places in the Northwest.</p>			
<p>To ensure that all services for all vulnerable people who experience Domestic Violence and Hate crime are inclusive, in relation to their gender, culture, religion, language, sexuality or Disability.</p>	<p>100% areas in Northwest to have local data management systems in place to monitor performance by 2010</p>	<p>GONW Hate Crime Lead</p> <p>GONW Domestic Violence Lead</p>	<ul style="list-style-type: none"> • GONW to establish network of CDRP Hate Crime Lead contacts by 2009. • GONW to support full roll out of case management systems by 2010 with those CDRPs identified with no provision of Domestic Violence case management systems

Objective – Reducing Hate Crime and Violence	Measure of Success	Lead Organisation(s)	Specific Actions for 2008-10
To increase the early identification of, and intervention with, victims of domestic violence and hate crime earlier by utilising all points of contact with statutory services.	100% Northwest Crime and Disorder Reduction Partnerships (CDRPs) and Drugs and Alcohol Action Teams (DAATs) to have visible referral mechanisms that are secure and robust data sharing agreements by 2009.	GONW DV Lead	<ul style="list-style-type: none"> As part of implementation of the National Violence Action Plan GONW to work with all CDRPs to make sure that robust referral and information sharing mechanisms are in place to manage risk to victims by 2009.
To build capacity within the domestic violence sector in the region to provide effective advice and support to victims of domestic violence. Ensure the region employs people with expertise and knowledge to meet specific needs of the diverse community of the Northwest.	Northwest areas to work towards developing Specialist Domestic Violence Court Programme to cover all of North West by 2010	GONW DV Lead	<ul style="list-style-type: none"> GONW will support the development of bids in a small number of remaining areas needing to develop a specialist domestic violence court (by 2010). GONW will continue to support the expansion of MARACs (Multi-agency risk assessment conferences) and advocacy services across the North West through targeted distribution of pump priming money from the Home Office and Ministry of Justice. (by 2011) GONW worked with NWRA regarding DV regional event. Suggested event to cover hidden DV in order to progress the agenda further. This being taken forward by NWRA for October 2008. GONW will support delivery and scoping of this event by ensuring engagement of key agencies such as those who represent the North West Domestic Violence Network

Objective – Reducing Hate Crime and Violence	Measure of Success	Lead Organisation(s)	Specific Actions for 2008-10
To encourage Northwest areas to develop appropriate Housing and accommodation options for families experiencing Domestic Violence & Hate crime that ensures their safety and well being.	100% Northwest Crime and Disorder Reduction Partnerships (CDRPs) and (DAATs) to have visible referral mechanisms that are secure and robust data sharing agreements in place by 2010.	GONW Hate Crime Lead GONW Domestic Violence Lead	<ul style="list-style-type: none"> Local IDVA services in all North West specialist court areas have a key role in working with partners to identify and refer victims of domestic violence to appropriate accommodation where appropriate. Through pump priming funding, GONW will continue to support those areas in the North West who do not have DV IDVA service. Further work is needed to establish the current picture for developing IDVA service and provision for victims of Hate Crime and GONW will explore this once Hate Crime Leads have been identified in each local authority by 2009.
Ensure all CDRPs are taking appropriate enforcement and support action for victims to address serious sexual offences		GONW SV Lead	<ul style="list-style-type: none"> Working with all CDRPs and other relevant partners to make sure that they are taking action to reduce the incidence of serious sexual offences, improve their investigation and prosecution, and provide effective victim care and support to minimise harm. (by 2009) GONW will support the expansion of Sexual Assault referral centres and advocacy services for victims of sexual offences. (by 2010)
GONW will work with partners to develop national honour-based violence strategy. GONW will explore current knowledge of the issue and actions in the region in order to provide an appropriate regional approach to the issue.		GONW HBV Lead	<ul style="list-style-type: none"> GONW will work with Home Office and other regional partners to develop a national plan for tackling honour-based violence (by 2009). GONW will also undertake scoping work with the support of regional partners to find out what areas know about the extent of the issue in their locality and what support arrangements and actions are currently being taken. (by 2009)

Objective – Promoting Diversity as an Asset for All	Measure of Success	Lead Organisation(s)	Specific Actions for 2008-10
<p>Ensure that there are effective equality structures in the region that can:</p> <p>Provide cross equality strand input into key regional policies</p> <p>Provide an advocacy role for equality in the region</p>	<ul style="list-style-type: none"> • Structures capable of providing effective input into regional strategy and policy making • E&D Mainstreamed into RS • EIA of RFA2 	<p>NWDA /4NW GONW</p> <p>4NW</p> <p>4NW/NWDA</p> <p>4NW</p>	<ul style="list-style-type: none"> • Joint Support for the NWEDG and ESG Structure • In collaboration with NWDA explore measures to strengthen NWEDG • Policy Support for equality champion on Programme Management Committee (PMC) for ERDF • Follow up scrutiny enquiries into Equality and Diversity • Use the Regional Leaders Forum to work with NWDA to ensure that equality is fully considered within plans for new integrated Regional Strategy • Ensure Equality Impact assessment (EIA) on Regional Funding Allocation initiative (RFA2)
<p>Ensure that the needs of equality communities are fully considered within the Regional Planning Policy</p> <p>Influence the views of the general public, business and key stakeholders in favour of diversity as a permanent and beneficial dimension to the North West</p>	<ul style="list-style-type: none"> • Pitch provisions for Gypsies and Travellers across the region • EIA completed • Increased positive media coverage of diversity issues in the Northwest. <p>Greater regional commitment to reduce domestic violence</p>	<p>4NW</p> <p>4NW 4NW</p> <p>4NW/NWDA/ GONW</p>	<ul style="list-style-type: none"> • Complete Partial Review of RSS including work on theme of provision for Gypsies and Travellers. • Promote positive message about the role of Gypsies and Travellers, including promotional video. • Complete Full EIA on Regional Spatial Strategy (RSS) and inclusive consultation • Commission and deliver Celebr8 08 festival of diversity programme of activity. • Develop policy event around domestic violence and key equality strands (we expect this event to take place in Oct 2008): <ul style="list-style-type: none"> • Older People • Carers • Disabled People • The LGBT community • BME

