



## DACORUM BOROUGH COUNCIL

# RACE EQUALITY SCHEME 2007 - 2010

<b>AUTHOR</b>	Corporate Equality Officer
<b>RESPONSIBLE OFFICER</b>	Corporate Equality Officer

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<b>Associated Documents</b>			

Committing to Excellence	Promoting Civic Pride & An Active Community	Creating a Clean, Tidy & Safe Environment	Providing Affordable Housing while Protecting Green Space	Ensuring a Sustainable Local Economy & Jobs
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## **Foreword**

The Council welcomes the Race Relations (Amendment) Act 2000, (RRAA). We are proud to produce our revised Race Equality Scheme, which sets out our proposed action plan to positively promote racial equality and eliminate racial discrimination. We are committed to working to reduce and eliminate all disadvantage, discrimination, and inequalities of opportunity, and promote diversity in terms of the people we serve, our workforce, the partners we work with and the services we deliver.

The legal requirement to prepare and publish this Race Equality Scheme provides a welcome opportunity, in consultation with stakeholders internally and externally, to review and improve our performance on race equality and to promote equality of opportunity for the diversity of individuals, groups and communities in Dacorum.

The Council recognises the importance of the duties placed upon it and through the implementation of this Scheme will ensure that action is carried out to mainstream more effectively, equality issues across the range of services provided. We will continue to put in place a range of strategies and packages of support to improve access to services and employment within the Council for all black and ethnic minority communities.

Meeting these challenges is just part of wider efforts by the Council to continuously improve the planning and delivery of all its services and for ensuring that they are transparent and accessible to all.

We continue to aspire to achieve these objectives by:

- *Developing an even clearer picture of our different communities – both in terms of our resident population and our local staffing complement.*
- *Introducing a more open and informed way of developing policy and practice.*
- *Eliminating discrimination in services and employment.*
- *Promoting greater confidence in the Council amongst local people.*

The Council recognises that race equality cannot and should not be considered in isolation of other equality issues and has therefore set out its commitment to working towards eliminating discrimination and disadvantage with regard to all aspects of equality and diversity within its overarching Corporate Equality Strategy.

The equality and diversity agenda and associated requirements provide the Council with the opportunity to consolidate current equality practice and develop appropriate initiatives aimed at ensuring that:

- *All types of unlawful discrimination and unfair treatment are eliminated.*

- *All aspects of equality are addressed (i.e. gender, race, disability, sexuality and age).*
- *Equality and diversity is mainstreamed into all aspects of policy and practice.*

The Council recognises the need for equality and the importance of valuing diversity and will work to ensure that both are “mainstreamed” – in other words – considered in relation to policies, procedures, day to day practices and the delivery of services. It is committed to ensuring that all services are accessible and appropriate for all. It will develop robust monitoring and evaluation arrangements to ensure that it is accountable, and it will review the process to identify progress made and areas for improvement.

We have a responsibility to provide community leadership in the Borough and will use this as a mechanism to promote equality, share ideas and good practice with our partners and other service providers. The Council will work with and consult individuals in the community, local organisations, groups, partners, and stakeholders on our equality aims, objectives, and performance. We will report annually on the progress made and update the RES every three years. We welcome comments on this Race Equality Scheme and on any other aspects of our work to promote equality.

*Chief Executive.*

### **The Borough of Dacorum.**

*Include overview of demographic profile specifically number of black and ethnic minorities*

### **The Race Relations Amendment Act.**

The Race Relations (Amendment) Act 2000 imposes general and specific duties on the Council to promote race equality. The duties cover all areas of our work. Under the general duty we must:

- eliminate unlawful racial discrimination.
- promote equality of opportunity.
- promote good relations between people of different racial groups.

The specific duties under the Act require us to publish this Race Equality Scheme and make arrangements for monitoring and reporting on race equality within employment and service delivery. The aim of the legislation is to make race equality a central part of the way public authorities work by putting race equality at the centre of policy making, service delivery and employment practice. This will ensure that public authorities provide fair and accessible services and equal opportunities in employment for all.

To assist local authorities in meeting these new duties, the Home Secretary issued an order under the Act, which set out a number of “specific duties”. Under these specific duties, public authorities were required to prepare and publish a Race Equality Scheme, a three-year timetabled strategy and action plan setting out the arrangements that they will be making for:

- assessing, monitoring, consulting and publishing information about their services – this means we must identify all the areas of our work that have an impact on race equality and show how we will assess those services for equality of opportunity and consult people on those services.
- making sure that the public has access to information and services.
- training and monitoring existing staff and applicants for employment with the authority to ensure that we give everyone the same opportunities.

The purpose of our scheme is to:

- Set out our intentions to make race equality a reality for people accessing our services, seeking job opportunities or employed with the Council.
- Fulfil our legal responsibilities and avoid discrimination and unfair treatment.
- Inform elected members, managers, staff, our partners in the public, voluntary and private sectors and residents of our responsibilities and commitments.

- Explain how race equality is integrated within our service planning and performance management systems.
- Show how the Scheme links to our broader equalities and diversity objectives and priorities.
- Provide information about our consultation, monitoring and training arrangements.
- Present progress on current performance.
- Set out our three-year race equality action plan on how we will implement the scheme.

### **The Race Equality Scheme**

The development and publication of a Race Equality Scheme is a specific requirement of the RRAA. The legislation also imposes specific duties, which require the Council to: -

- *Assess and consult on the likely impact of proposed policies.*
- *Monitor and review existing policies and service delivery for adverse impact on race equality.*
- *Publish the results of monitoring, assessments and consultation.*
- *Ensure public access to information and services.*
- *Train staff on the general duty.*
- *Monitor a range of employment related issues.*

The aim of the duty is to ensure that the Council makes race equality integral to the way that it works, putting it at the centre of policy making, service delivery, regulation, enforcement and employment practice. The functions and policies, which are assessed as being relevant to the general duty, will be subject to equality impact assessments. The assessments will, where appropriate, be carried out with the involvement and participation of stakeholders, local agencies, partner organisations and local groups.

In order to facilitate the effective evaluation of all functions and policies the Council will: -

- *Use existing information, research, and statistics on local communities.*
- *Commission new research to redress gaps in information.*
- *Undertake consultation with users and non-users.*

- *Undertake specific consultation with employees and services that are specifically involved in the application of the function or policy.*

The Council is committed to the elimination of racial discrimination and through the implementation of the Race Equality Scheme aims to:

- Achieve parity in treatment, satisfaction and take up of our services and opportunities across racial groups.
- Eliminate any adverse impact or unfair effects on racial groups that may exist in relation to any of our policies or practices.
- Achieve a representative workforce and customer profile.

### **Our vision**

*“To achieve equity, fairness, and diversity in all our undertakings, develop, and maintain a skilled and diverse workforce that is competent in key customer care skills and is sensitive to the needs of all sections of the diverse community.*

*To secure a fairer society, where regardless of disability, ethnic, racial or national origin, gender, religion, sexuality, or age, individuals have equitable access to our services and the opportunity to develop and attain their full potential.”*

The Council aspires to create a community where barriers to social and economic inclusion are tackled and removed. The principles guiding the Council’s vision are: -

- Equality of access to local services.
- Equality of opportunity in employment.
- Equality of access to facilities and resources.
- Eliminating all forms of discrimination and unfair treatment.

We will:

- Create an equal opportunities culture in service delivery, employment, community development, policy, planning, procurement and partnership working.
- Create a culture in which racial harassment and discrimination is identified and eliminated.
- Recognise and value different cultural traditions and diversity.
- Ensure that the requirements to eliminate unlawful racial discrimination promote equality of opportunity and promote good relations between

people of different racial groups, becomes integrated into all of our activities, functions and policies.

- Provide training, information and support to Members and employees on equality issues, including race equality.
- Develop good practice guidance and support for organisations that deliver services on our behalf.
- Ensure that the race components of equality impact assessments lead to the improvement of services for all ethnic groups

### **Our commitment to equality and diversity.**

The Council has an unequivocal commitment to equality and diversity in service delivery, contracting/ procurement, consultation, participation and employment practices. It will work towards the elimination of all forms of discrimination and disadvantage to ensure that the full benefits of diversity are realised and appreciated by all. The key components of our commitment are: -

- Developing and implementing a common framework to address all aspects of equality.
- Ensuring that the promotion of equality and diversity is mainstreamed and integral to all that we do.

The Corporate Equality Strategy is central to our commitment to combating discrimination, disadvantage, and exclusion. The Council acknowledges the existence of institutional discrimination, which can unwittingly disadvantage individuals and groups. We accept that all organisations can be susceptible to institutional discrimination, which is defined as “*the collective failure to provide an appropriate and professional service or to deny opportunities to groups or individuals because of disability, culture or ethnic origin, gender, age, religion or sexuality*”.

Through the RES, the Council will act to eliminate racial discrimination and unfair treatment. It will promote equality of opportunity and good relations in line with existing statutory requirements and good practice.

The ethos of equality and diversity is reflected in essential corporate, directorate and service strategies and extends to the Council’s responsibilities as an employer, provider of services and community partner. The Council’s equal opportunities policies in service delivery and employment are regularly reviewed in line with statutory duties and guidance.

The Council is committed to working towards the following in service delivery:

- To recognise and respond to the needs of all sections of the community.
- To challenge all forms of discrimination and unfair treatment.

- To develop or adjust services to meet the different needs of the various sections of the community, ensuring that there is equality of access and opportunity.
- To comply with the requirements of equality legislation and good practice.
- To progress through the levels of the Equality Standard for Local Government.
- To continue to develop partnerships and networking with local organisations and groups to promote equality and diversity.
- To consult all sections of the community about accessibility of existing services and the development of future services.

### **The Specific Duties in Employment**

The Race Relations (Amendment) Act 2000 places specific duties on the Council in relation to employment matters. Under the Act we must monitor by racial group:

- (a) the numbers of:
  - (i) employees in post;
  - (ii) applicants for employment, training and promotion; and
- (b) the numbers of employees who:
  - (i) receive training
  - (ii) benefit or suffer detriment as a result of performance assessment procedures
  - (iii) are involved in grievance procedures
  - (iv) are the subject of disciplinary procedures or
  - (v) cease employment with the Council

*(Include monitoring information percentage of ethnic minority employees compared with the local population)*

*Overall, it appears that the current workforce is broadly representative of the local ethnic population.*

The Council values the rich diversity and creative potential that men and women from different backgrounds, and with different skills and abilities bring to the workplace. It is in the Council's interest to promote equal opportunities in employment. Putting equal opportunities into practice makes good business sense because it is about getting the best from all people. When equal opportunities are not applied, we waste a valuable source of talent and potential. Accordingly, all employees will be afforded equal opportunities in employment irrespective of disability, gender, race, religion, age, sexuality, marital status, parental status, caring responsibilities and hours of work.

The Council is committed to working towards the following in employment: -

- To ensure employment opportunities are accessible and accessed by all individuals irrespective of ethnic or racial origins.
- To monitor all recruitment and selection to identify any barriers.
- To consult ethnic minority employees on all aspects of racial equality within the workplace.
- To work towards creating a workplace that is free from harassment.
- To ensure that all employees and potential employees receive equal consideration and treatment and are not discriminated against.

To ensure that equality continues to be integrated into all Council policy and practice the Council will: -

- Revise the equal opportunities policies in employment and service delivery to reflect new obligations and commitments.
- Work towards achieving the various levels of the Equality Standard.
- Continue to develop corporate, directorate and service equality objectives and action plans.
- Ensure equality and diversity is integrated into all service review and performance management processes.
- Develop and deliver a programme of communication, training, and development for all employees with regard to equalities and diversity, the Council's commitment, and its responsibilities.
- Develop appropriate and effective arrangements to ensure that all duties are complied with and ensure that performance and progress can be monitored and reviewed.

Our employment objectives are:

- A workforce that reflects the community we serve at every level. We will develop appropriate targets concerning under-represented groups and individuals.
- To implement measures to monitor training and career development opportunities for all sections of the workforce.
- To continue monitoring and evaluating the recruitment and selection process to ensure equality of opportunity is paramount.

- ❑ To monitor and evaluate the reasons why employees leave the council and implement actions where necessary.
- ❑ To monitor and evaluate the use of the grievance procedure and the application of the conduct and capability procedures for all sections of the workforce.
- ❑ To develop positive action on career and personal development programmes for those groups of employees who are under-represented in designated occupations across the council.

Every employee has a key role in ensuring that the ideals of equality and diversity are achieved. To this end the Council will:

- Ensure all employees understand the policy by providing training and guidance.
- Involve employees by seeking their views and ideas on the implementation of the policy.
- Develop corporate, directorate and service action plans to implement specific initiatives on an annual basis.
- Examine and review employment practices to ensure they reflect our commitment.
- Monitor the impact of the policy through research and statistical analysis
- Take action against those who do not comply.

**The specific duties in relation to service delivery.**

Our service delivery objectives are: -

- ❑ To actively involve all sections of the community in service planning and development.
- ❑ To ensure that services are accessible to all sections of the community.
- ❑ To actively remove all barriers to services.
- ❑ To, where possible, monitor the take up of services to help ensure that there is equality of access.
- ❑ To develop measures to secure equality of opportunity in all contracts to deliver services for and on behalf of the council.

## **Accountability:**

### **Member Level**

The ultimate responsibility for ensuring that the Council complies with the general and specific duties rests with Members of the Council. The Council places high importance on equality and diversity issues. This is evidenced by the creation of a Cabinet Member portfolio holder who is responsible for equalities and diversity. Appropriate training, information and support will continue to be provided to Members on equalities and diversity issues.

### **Officer Accountability**

The Corporate Management Team led by the Chief Executive has the overall responsibility for implementation of the Race Equality Scheme at corporate level. Each Director has responsibility for the effective implementation of the Council's equalities policies within their Directorate, and is responsible for ensuring that officers implement the Race Equality Scheme in their service areas.

Heads of Service and Line managers are in turn responsible for ensuring that functions and policies under their management are performed in accordance with the Scheme, ensuring that any new policies introduced comply with the Scheme and for promoting a working environment where discrimination, harassment and victimisation are not tolerated.

The Corporate Equalities Working Group will assist the Corporate Equalities Officer and services to:

- Identify the Council functions, policies and practices that are relevant to the Race Equality duty.
- Report the results of all assessments, consultation and monitoring.
- Review the Race Equality Scheme.

The Corporate Equalities Working Group will assist with the monitoring of the Council's compliance with the race equality duties ensuring that appropriate action is taken.

### **Policy and service delivery – Identifying which functions and policies are relevant to race equality**

The Council is proud of its services, but is equally determined to improve quality and ensure services are accessible to everyone. The Council has done considerable work to improve services for all residents.

The Council will continue to improve policies and procedures to:

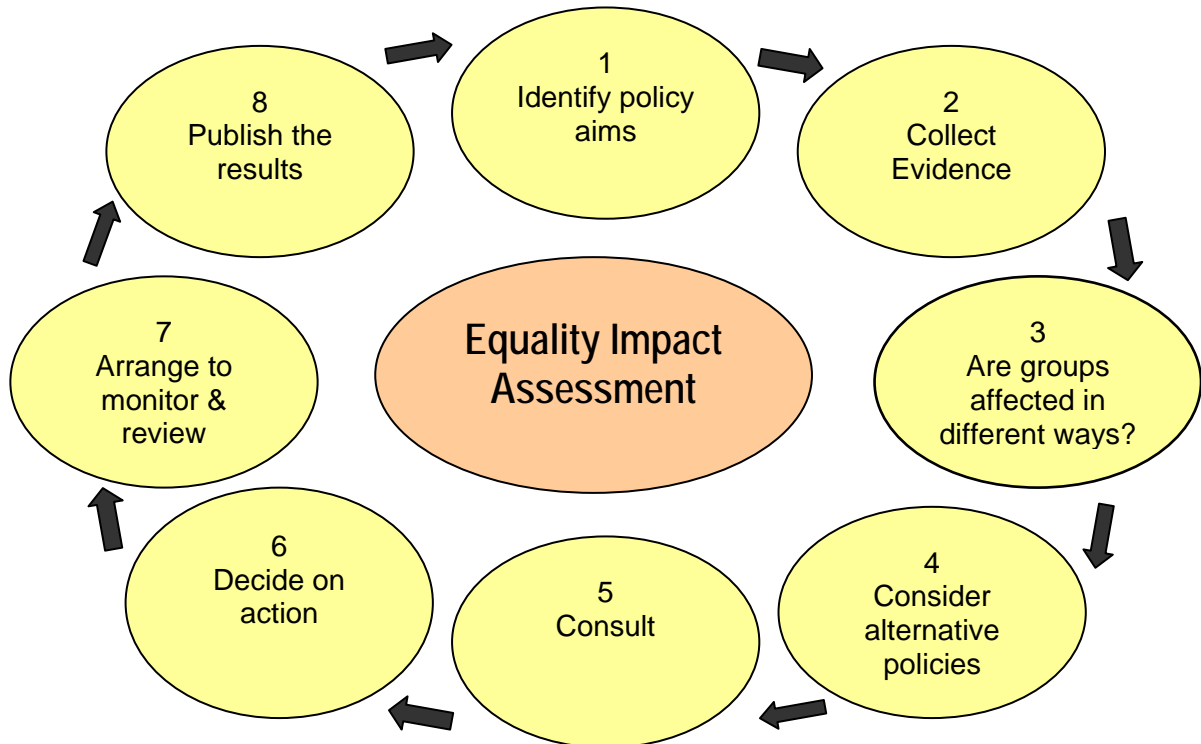
- Ensure that all services are accessible, effective, facilitate equality of treatment and are delivered appropriately and sensitively.
- Improve the awareness and understanding of the needs of different groups in the borough through effective community profiling, consultation, liaison and involvement.

- Ensure that equality considerations are integrated into all relevant areas of mainstream service planning, management and delivery.
- Provide clear, meaningful information about its services in ways that are accessible and meet the community's needs.
- Monitor take-up and evaluate services to ensure they do not discriminate or exclude.
- Continually review existing services to assess the impact on black and ethnic minorities.
- Assess the impact of proposed new policies and proposals on black and ethnic minority groups.
- Ensure that the Council's commissioning and purchasing practices incorporate equality objectives.
- Ensure equal access to the Council's feedback / complaints procedure.

### **The Equality Impact Assessment process.**

An equality impact assessment (EIA) toolkit has been developed to provide services with a framework to systematically review all relevant policies, activities and functions. The toolkit will ensure that all services comply with the requirements of the general duty and develop appropriate equality objectives and targets.

The diagram below illustrates the equality impact assessment process.



As far as possible impact assessments will be carried out as part of the annual service and financial planning process. A summary of the results of EIAs, and resultant action plans, and consultation exercises will be reported as part of the annual review of the Race Equality Scheme.

We will continue to introduce, adapt and amend policies to reflect new legislative requirements, good practice and changing circumstances. We will continue to develop ways of integrating equality into our decision and policy making process, so that the likely impact of proposed policies on diverse communities and groups can be regularly assessed and reviewed.

Existing and proposed policies will be subject to an EIA, which will identify equality implications and issues. Where an assessment identifies the adverse impact of an existing policy or proposed policy, services will produce an appropriate action plan to address the situation. The action plan will be reported to Cabinet, the Corporate Management Team, the Corporate Equality Working Group, and all stakeholders.

We will be considering some important questions, which will include: -

- *Does this function or policy affect the public directly?*

- *Does this function or policy affect the public indirectly?*
- *Does this function or policy relate to purely technical matters?*
- *Could this policy affect some groups differently?*
- *Will it promote good race relations?*
- *Is there any public concern about possible discrimination?*

All assessments will be based on a variety of evidence and information, which will include the following: -

- *Demographic data.*
- *Research information.*
- *Comparative information.*
- *Survey data.*
- *Consultation information.*
- *Complaints.*
- *Suggestions and comments.*
- *Community views.*
- *Ethnic monitoring information.*

*(This is not an exhaustive list).*

Services will be using the toolkit to review all of their functions, policies and activities that are relevant to the general duty, namely those that could have a positive or negative impact on the promotion of equality. In circumstances where a function, policy, or activity is assessed as having a negative impact on the promotion of equality, consideration will be given to what can be done to militate against or eliminate this. Those that are found to have a positive impact will be kept under review in order to ensure that this continues.

The Council has systematically identified all of its functions, policies and activities, which are relevant to the general duty and their level of impact.

Further actions will include preparing annual equality action plans which:

- Improve access to information and services.

- Evaluate policy, procedures and practices with regard to equality and diversity.
- Challenge all forms of discrimination, disadvantage and unfair treatment.
- Develop and implement social inclusion policy.
- Develop appropriate initiatives and actions to increase the representation of non-and under-represented groups.
- Comprehensive monitoring of the use of services and opportunities.
- The Council is also working towards achieving the various levels of the Equality Standard

The Council will develop and implement appropriate proactive measures to create fair and transparent processes and practices with accessible services and opportunities for all sections of the community.

### **Monitoring**

The Council recognises the importance of the ethnic monitoring of services. Some services have well-established systems for the collection of ethnic data. Other services may not have direct personal contact with their users or the nature of that contact means that there is not a need to routinely collect personal information about them.

We are in the process of developing a systematic approach to monitoring with the development and implementation of an equalities monitoring guide. The guidance will be issued to services and work will be carried out to ensure all relevant functions have appropriate systems for ethnic monitoring.

The Council already has a variety of employment monitoring systems in place, resulting in the production of an annual workforce survey. The workforce survey provides a breakdown of all job applicants and staff in post based on ethnic origin, gender, disability, age and responsibility for dependants.

We plan to use the Race Equality Scheme to establish and improve systems to monitor the impact of functions/policies and to actively use the information to improve service delivery to all groups in the community. We will work with local communities to raise awareness of the importance of the collection of this information.

### **Consultation and participation**

The Council is committed to effective consultation with all sections of the community, using diverse methods and arrangements. We endeavour to proactively consult with all sections of the community, in particular individuals and groups that have been identified as being “hard to reach”.

To assist with the co-ordination of consultation a comprehensive central database of all community and voluntary groups and organisations will be

developed. The Council will continue to maintain a variety of forums and panels to facilitate consultation and participation. The Equal Opportunities Consultative Forum will continue to provide a mechanism through which local individuals and groups are informed and provide feedback on the Councils equality and diversity agenda.

It is proposed that a good practice document is developed to provide guidance to staff that are or will be undertaking consultation with the public and/or other stakeholders. The aim of the guidance will be to promote best practice and facilitate a consistent and co-ordinated approach to consultation by the Council. It will include specific guidance on consulting people from minority ethnic communities.

The Council will ensure that its consultation methods take into account the social, cultural, religious, language and access needs of all sections of the community. It will undertake regular reviews of the mechanisms used to ensure that they are appropriate and suitable. The Council is committed to developing a strategic approach to consultation, to ensure that it is undertaken in a planned and co-ordinated way and to a consistently high standard.

The Council will continue to work with local agencies, community and voluntary groups and others to remove any barriers to consultation. We will continue to implement our community leadership role by working closely with strategic partners and the community. We will ensure that we respond to requests to provide information in appropriate ways and in formats to meet specific needs.

### **Publishing Information**

The results of consultation exercises will be reported and published in various ways depending on the level and type of consultation undertaken. Many consultation results will be published within service specific reports to Members. The main consultations carried out will be summarised in our annual report on the Race Equality Scheme and in the Best Value Performance Plan. We will use the process of preparing the annual report and revision of the action plan to consult further internally and externally and provide information on race equality plans and activities.

We will inform the public and employees about this material through communications such as Dacorum Digest, the Council's newsletter that is delivered to all homes in the Borough, the Website and 'Grapevine', the Council's staff newsletter. We will also inform relevant voluntary organisations, community groups and representatives.

We will be developing a section on Equality and Diversity on our website and use this to provide information about our work and performance in promoting equality. Further details will be available at [www.dacorum.gov.uk](http://www.dacorum.gov.uk).

The Council will ensure that it complies with the duty of accountability by publishing the results of all monitoring, assessment and consultation activities. In line with our commitment to equality of access, we will ensure that we

respond to requests to provide information in a variety of formats and in community languages. We will publish full and summary versions of this document, which will be available on the Council's website [www.dacorum.gov.uk](http://www.dacorum.gov.uk).

**Comments / Feedback**

The Council positively welcomes comments and feedback on any aspect of our work and policies. For enquiries and further information please contact:

HR Team Leader

Telephone: 01442 228512

Email: [hr@dacorum.gov.uk](mailto:hr@dacorum.gov.uk)

## **RACE EQUALITY SCHEME – ACTION PLAN**

The Code of practice requires public authorities to set out in their Race Equality Scheme, which of their functions and related policies are relevant to the general duty to promote race equality. This piece of work has three elements:

1. To identify the functions (and policies) that are relevant to the General Duty
2. To prioritise these in terms of the extent of their relevance to the General Duty
3. To assess the function for its impact on people from Black and Ethnic Minority community.

To achieve this, the Council has developed an 8 point Action-Plan based on the following objectives:

➤ **Making sure the Race Equality Scheme is put into practice**

To ensure compliance with our duty to promote equality of opportunity for all by ensuring that race equality is mainstreamed into all policies, functions and procedures of the Council.

➤ **Identifying relevant functions and policies**

To give priority to the promotion of race equality when carrying out functions and policies.

➤ **Assessing and consulting on the likely impact of proposed policies**

To determine how policies, functions and procedures affect individuals, groups and communities on the basis of race (in service delivery and employment) and whether they are having an adverse impact on some groups or individuals.

➤ **Monitoring Council policies for adverse impact**

To build race equality into the policy-making ensuring that processes are clear, open and inclusive

➤ **Communicating the results of assessment, consultation and monitoring**

To make sure that monitoring, assessment and consultation activities, and the results are appropriate clear and plain to our customers and staff on the basis of race.

➤ **Working to ensure all Council services and opportunities promote Race Equality.**

To make sure Council services and opportunities are appropriate and accessible on the grounds of race and remove any barriers.

➤ **Employment duties – monitoring employment and supporting employees.**

To identify under and over representation issues and develop appropriate positive action initiatives.

➤ **Training staff**

To provide quality race equality training to all staff to empower them with the skills and knowledge to implement the race equality scheme and positively promote race equality.

*Insert the three-year timetable setting out the priority and what services will be reviewed in terms of Equality Impact Assessment.*

<b>Service</b>	<b>Priority High – H Medium – M Low - L</b>	<b>Year for review. 2007/8 2008/9 2009/10</b>
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## 1. Making sure the Race Equality Scheme is put into practice

Objective	Action	Outcome/PI	Responsible Officer Timescale
Involve stakeholders in the development, implementation and review of the Race Equality Scheme.	Prepare a draft Race Equality Scheme	Race Equality Scheme produced.	Corporate Equalities Officer June 2007
Develop detailed race equality objectives and targets resulting from consultation.	Develop and implement a programme of consultation on the draft scheme.	Internal and external involvement and agreement of the race equality objectives and priorities.	Corporate Equalities Officer December 2007
To ensure all strategic objectives include a commitment to promote race equality and eliminate discrimination and unfair treatment.	Develop appropriate race equality objectives and include in all strategic objectives.  Prepare Action plan(s) to review functions, policies, and procedures in relation to race equality.	Commitment to race equality is integrated into all strategic objectives.  Completion of action plan(s).	Directorate Support Officers & Corporate Equalities Officer  Ongoing
To implement the Race Equality Scheme.	Implement Action plan(s), review and report on the progress with regard to the implementation of the scheme.	Evaluation of the Council's performance and a revision of targets.	Corporate Equalities Officer Biannually
Identification of employees responsibilities regarding the implementation of the Race Equality Scheme.	The requirement to promote race equality to be included in the appraisal process with specific competencies against which performance is assessed.	All employees aware of their responsibility to promote race equality.  Development of mechanism to monitor and evaluate employee performance.	Training & Development Officer ,Human Resources & Corporate Equalities Officer January 2008
Development of Stakeholder panels and Working Groups – Internal & External	Establish the panels and support groups.	Established mechanisms for consultation, information and participation.	Corporate Equalities Officer January 2008
To ensure individuals are provided with mechanisms to articulate their needs and requirements	To establish and support community and focus groups based on race.	More effective and responsive race equality policies and schemes across the Council.	Communications & Corporate Equalities Officer Ongoing

<b>Objective</b>	<b>Action</b>	<b>Outcome/PI</b>	<b>Responsible Officer Timescale</b>
Raise awareness of race equality across the Council.	The Scheme will be reviewed every 3 years.	Revised Scheme. Continually updating the Scheme.	Corporate Equalities Officer Ongoing
To raise public awareness of the Scheme.	Scheme publicised and made available in appropriate formats.	Increased awareness of the Council's commitment to eliminate race discrimination, disadvantage and unfair treatment.	Communications & Corporate Equalities Officer Ongoing
Identify the experiences of employees, customers and service users based on race.	Develop and implement a corporate equality monitoring policy and practice which monitors and evaluates how services and opportunities are experienced on the grounds of race.	Established database of monitoring information.  Information on areas of under & non-representation.  Transparency of data and action demonstrating service delivery, treatment and access.	Corporate Equalities Officer January 2008  Corporate Equalities Officer  Corporate Equalities Officer Ongoing
<b>2. Identifying relevant functions and policies</b>			
To mainstream race equality into all aspects of service delivery and employment.	Ensuring that race equality is integrated and embedded into relevant policies, procedures and practices.	Race equality is actively considered and implemented.	Service Directorates & Corporate Equalities Officer Ongoing
To meet the requirements of the Race Equality Duty	Review all the functions and policies of the Council.	All functions and policies are reviewed.  Application of the Scheme across all Directorates and services.	Heads of Service, Service Managers & Directorate Support Officers Ongoing
<b>3. Assessing and consulting on the likely impact of proposed policies</b>			
To ensure that arrangements are made to monitor any adverse impact on the promotion of race equality.	Ongoing consultation and evaluation.	Corporate baseline statistics established.  Regular reviews of information and the implementation of appropriate policy and practice.	Directorate Support Officers & Corporate Equalities Officer Ongoing

To ensure the consistent use of an equalities monitoring procedure.	Implementation of corporate equalities monitoring guidance and procedure.	Service delivery is more able to meet the needs of the service users on the grounds of race.	Directorate Support Officers & Corporate Equalities Officer  December 2007
To establish data on the experiences of individuals, groups and communities on the basis of race on accessing services and employment opportunities.	Develop and implement appropriate information systems.	Data collected and available.	Heads of Service, Service Managers, Directorate Support Officers & Corporate Equalities Officer  Ongoing

#### 4. Monitoring Council policies for adverse impact

Objective	Action	Outcome/PI	Responsible Officer Timescale
To assess the likely impact of proposed policies on the promotion of race equality.	All services to undertake Equality Impact Assessments in line with guidance.  Ensure that race equality is incorporated into the Equality Standard Action plan.	Qualitative research is provided to identify the likely and existing impact, on race equality.  Service actions and improvements with regard to race equality are identified and effectively actioned.	Heads of Service Service Managers, Directorate Support Officers & Corporate Equalities Officer  December 2007

#### 5. Communicating the results of assessment, consultation and monitoring

Actively promoting the involvement of all members of the community.	Encourage and support individuals to be involved in public processes.  Develop a robust consultation and participation strategy with regard to race equality	Democratic processes reflect the race and diversity composition of the Borough.	Communications & Corporate Equalities Officer  March 2008
To identify arrangements for publishing results of assessments, consultations and monitoring.	Results are published using a variety of media and formats.	Publicly available record of progress and performance.	Communications, Directorate Support Officers & Corporate Equalities Officer  March 2008
User satisfaction monitoring.	Monitoring customer satisfaction levels on the basis of race, religion or belief to identify race specific issues.	Increased satisfaction in relation to race equality.	Heads of Service, Service Managers, Directorate Support Officers & Corporate Equalities Officer  Ongoing

## 6. Working to ensure all Council services and opportunities promote Race Equality.

Objective	Action	Outcome/PI	Responsible Officer Timescale
Awareness and commitment of all staff to actively promote race equality.	Communicate the race equality agenda to all staff.	Race equality is consistently promoted within the organisation.  All staff are aware of their responsibilities with regard to the promotion of race equality.	Senior Managers, Directorate Support Officers & Corporate Equalities Officer  Ongoing
<b>Objective 7: Employment duties – monitoring employment and supporting employees on the grounds of race.</b>			
Annual employment monitoring.	Annual reporting and dissemination of employment monitoring information on the basis of race.	Produce annual employment trends and develop action plans arising from trend analysis.  Identification of appropriate positive action initiatives.	Human Resources & Corporate Equalities Officer  Ongoing
Identify and implement targets for the employment, retention, and career progression on the basis of race.	Review employment-monitoring information and identify targets.	Targets set, monitored and reviewed.	Human Resources & Corporate Equalities Officer  February 2008
To eliminate any possible discrimination in the workforce.	Conduct a staff questionnaire on race equality issues.	Results used to update workforce representation.  Publish staff profile identifying policy and practice implications.	Human Resources & Corporate Equalities Officer  March 2008
To identify barriers to access employment and to work with other public sector agencies to positively promote race equality in the recruitment, selection and retention of staff	Continue existing work to develop new initiatives.	Improvement and further development of statistical workforce profile information.  Publish statistical results.  Implementation of appropriate positive action initiatives.	Human Resources & Corporate Equalities Officer  March 2008
To eliminate possible discrimination in the recruitment and selection process.	Explore the development and implementation of initiatives, policies, and practices to recruit and retain a diversity of staff.	Achieve race equality in employment.	Human Resources & Corporate Equalities Officer  March 2008

<p>Identify and remove any pay gaps.</p>	<p>Conduct Equal Pay review.</p>	<p>Pay gaps identified and eliminated, ensuring men and women from the Black Minority Ethnic community receives equal pay for work of equal value.</p>	<p>Human Resources, Trade Unions, Payroll &amp; Corporate Equalities Officer  December 2007</p>
<p>Actively promote race equality in all aspects of employment policy and practice.</p>	<p>Undertake an equalities impact assessment of the appraisal process to identify any possible adverse impact on the grounds of race.</p> <p>Complete an equalities impact assessment of current employment policies such as conduct, grievance, bullying and harassment complaints to identify any possible adverse impact on the grounds of race.</p> <p>Develop links with organisations and groups to assist with the recruitment and retention of applicants from underrepresented groups.</p> <p>Continue to identify and be involved in events and initiatives that promote race equalities and the Council's commitment.</p>	<p>Areas of actual and potential adverse impact / unfair treatment based on race are identified and eliminated.</p> <p>Potential and actual race discrimination is identified and removed.</p> <p>Targeting of under-represented individuals and groups.</p>	<p>Human Resources, Directorates &amp; Services  Ongoing</p>
<p>Engage in appropriate consultation and develop initiatives aimed at increasing representation and balance within workforce.</p>	<p>Identify non and under representation of individuals based on race across the different sectors of the workforce and implement appropriate action to increase representation.</p>	<p>Representation of individuals based on race within all sections of the workforce.</p>	<p>Human Resources &amp; Corporate Equalities Officer  February 2008</p>

**Objective 8: Training staff.**

Objective	Action	Outcome/PI	Responsible Officer Timescale
To incorporate the requirements of the Race Equality Scheme into current training programmes.	Ensure trainers (external and internal) include where appropriate race equality issues  Monitor training programmes.	Training reflects the requirements of the Race Equality Scheme.  Annual statistics of race related training for staff.	Training & Development Officer & Corporate Equalities Officer  December 2007
To ensure that employees have the relevant information about the Scheme commensurate with their post.	Managers to cascade information and arrange appropriate training.	To raise awareness of the race equality duty.	Training & Development Officer and Corporate Equalities Officer  Ongoing
To ensure that training remains relevant and of a high standard.	Develop a robust monitoring and evaluation system.	Training continues to meet the needs of employees and remains of a high standard.	Training & Development Officer & Corporate Equalities Officer  Ongoing
Continual update and dissemination of staff guidelines on new race equality legislation.	Continue to develop and deliver appropriate equalities and diversity training, briefings, information and support.  Review and enhance the content of current equality and diversity training to ensure that race specific issues are incorporated.  Review and enhance the content of the recruitment and selection training course with regard to race equality.	Increased awareness among all employees of legislative requirements.  Employees informed of legislative requirements.  All employees involved in recruitment and selection actively promote race equality.	
To ensure Senior managers and Members are trained and supported to implement race equality in order to enable them to give due regard when making decisions.	Development and implementation of training, information, and guidance.	Senior management integrates race equality into decision-making processes.  Increased awareness of race equality issues within the decision making process.	Training & Development Officer, Member Development & Corporate Equalities Officer  Ongoing

Active involvement of Corporate Management Team and Members in the implementation of the Race Equality Scheme.	Development and implementation of appropriate information, guidance and support.  Regular review and evaluation of race equality issues.	Active implementation of the Race Equality Scheme by Corporate Management Team and Members.	Training & Development Officer, Member Development & Corporate Equalities Officer  Ongoing
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For enquiries and further information please contact:

HR Team Leader  
 Telephone: 01442 228512  
 Email: [hr@dacorum.gov.uk](mailto:hr@dacorum.gov.uk)