



Report to **Personnel and Resources Committee
Cabinet**

Subject **Race Equality Scheme**

Date **P&R 30th October 2006
Cabinet 2nd November 2006**

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1. Purpose of the Report

To seek approval for the Council's Race Equality Scheme.

2. Background

The Race Relations (Amendment) Act 2000 required all Councils to have in place a Race Equality Scheme. The Scheme for this Council was approved in May 2003. There is a requirement for the scheme to be reviewed every 3 years.

The Corporate Equalities Group have developed the revised scheme as attached as Appendix A. There has been consultation on the draft scheme with GCVS, Nottingham Race Equality Council, Trade Unions and Elected Members. No comments have been received. The scheme is therefore presented for approval.

3. Proposal

The Race Equality Scheme contains service related elements and employment related elements, consequently it is presented to both Personnel and Resources Committee and Cabinet for approval. The employment data will be presented to Personnel and Resources for consideration. The Corporate Equality Group will be progressing the action plan.

4. Recommendation

It is recommended that the Race Equality Scheme (2006 – 2009) as attached is approved.



RACE EQUALITY SCHEME

2006 - 2009

1. INTRODUCTION

Following the requirements of the Race Relations Amendment Act (2000), this Council published its first Race Equality Scheme in May 2003. This scheme is now to be reviewed and brought up to date with the changes carried out by the Council in respect of equalities in general and race equality specifically. This scheme will run from 2006 to 2009 when it will be reviewed again.

The Race Relations Amendment Act (2000) placed a general duty on the Council to promote race equality, and that this will be achieved in carrying out its functions, powers and duties to have due regard to:

- Eliminate unlawful racial discrimination
- Promote equality of opportunity, and
- Promote good race relations between people of different racial groups

In order to meet the requirements of the duties, there are specific duties in respect of

- i. Policy and Service Delivery
- ii. Employment

The Council has recently revised its Equal Opportunities Policy and this contains the following statement of intent:

'Gedling Borough Council seeks to create a culture of employment and service delivery through its Members, Managers and other employees, in which people can feel confident of being treated with fairness, dignity and tolerance irrespective of their personal circumstances, background or lifestyle. Discrimination consists of conduct or words or practices that disadvantage or advantage people; we will not intentionally discriminate on grounds of disability, race, colour, ethnic or national origins, religion or belief, gender, marital status, gender reassignment, sexual orientation, unrelated criminal conviction, age or trade union membership.'

2. ACHIEVEMENTS 2003 - 2006

Attached as appendix A to this scheme is the detailed out-turn against each of the actions contained within the 2003 scheme and the progress which the Council has made against each of these. In more general terms the following achievements have been made over the past few years which are improving the way in which the Council addresses equality issues.

National Equality Standards – the Council has achieved level 1 of the equality standards which demonstrates its commitment to a ‘comprehensive equality policy’. We are now working towards level 2 which will demonstrate our commitment to ‘assessment and consultation’. The key elements that will enable us to demonstrate achievement of level 2 are the setting of equality objectives across all functions of the Council and carrying out a systematic process of Equality Impact Needs Assessments. There is commitment across the Council to setting and monitoring objectives each year as part of the normal performance management arrangements.

Impact Needs Assessment – the Council has agreed a process of impact needs assessment which is systematic and aims to ensure that where there is a policy or process which impacts on the public, consideration has been given to where there might be differential adverse impact. The Corporate Equality Group will be acting as a reference group for all impact needs assessments to ensure there is consistency in approach across all functions. All managers have received training in carrying out impact assessments. All Departments are determining a programme of priority functions for assessment along with commitment to carry out an assessment for all new policies and procedures.

Corporate Equality Group - The Council has established a Corporate Equality Group, the membership of which is drawn from every Department. The Chair is the Head of Personnel and Organisational Development who is the Officer lead for equalities across the Council. The Deputy Chief Executive also sits on the Group as the Senior Management Champion for equalities. This group meets monthly and is carrying out the self assessment process for levels 1 and 2 of the Equality Standard. It is also the monitoring forum for equality objectives across the Council. Responsibility for equalities with Elected Members is with the Cabinet as a whole for service delivery – with the Leader taking overall responsibility for policy issues. This is shared with the Chair of Personnel and Resources Committee who takes the lead on equalities in employment issues.

Corporate Equality Plan – the Council wrote its first corporate equality plan in 2004, this has now been revised and updated to take the Council on in equality issues, particularly to achieve level 2 of the equality standards. The aim of the Corporate Equality Plan is to bring together all the various actions necessary to address equality issues, including the duties to promote race equality, gender equality and disability equality. This plan covers a two-year period from 2004 – 2006.

Celebrating Diversity – The Mayor of the Council for 2005/06 raised the profile of people from BME communities, and in particular promoting good race relations during his time in Office. He held a Civic event to celebrate Divali and invited people from all communities to attend an evening of Asian music and food. He also made 4 awards to leading members of the Asian community in Nottinghamshire who have made a difference to others. The Council has also produced a calendar which shows all the major faith festivals throughout the year. This is so that people can be better informed when planning events of what other activities may be taking place. This calendar will be produced annually and it is hoped to achieve wider distribution in the community next year.

3. AREAS FOR IMPROVEMENT

Consultation - The most difficult part of the Race Equality Scheme 2003-06 to achieve has been to establish a framework for consultation with BME groups. An initiative through the Elected Members was started, to set up a forum for consultation, however this has proved to be unsuccessful. The Corporate Equality Group have therefore reviewed this and are developing a proposal for a Race Awareness Forum through the Local Strategic Partnership (LSP) which it is hoped will be the foundation of a structure for reaching BME communities throughout the borough.

4. RELEVANT FUNCTIONS AND POLICIES

The Race Equality Scheme published in 2003, contained a list of functions and the extent of their relevance in delivering the general duty to promote race equality. This list has been reviewed for this Race Equality Scheme, taking into account some changes in functions over the past 3 years, and internal reorganisations. The Corporate Equality Group have reviewed this listing and confirmed its relevance. The list is attached as Appendix B.

The Council has agreed that as part of its performance management framework, all project plans for key tasks will include reference to completion of equality impact assessments. This will not always be relevant for the project, however it is a prompt to the Project Leader to consider whether there is a relevance to the general duty to promote racial equality and at which stage in the project this assessment should be carried out. Through this mechanism, it is anticipated that there will be an impact assessment carried out on all new policies.

In addition through the review of relevant functions, there has been agreement that a number of these will have an impact assessment carried out during 2005/06. These functions have been identified, either because they have a significant impact on service users, or because there has been some significant change through legislation or re-organisation, or because some concern has been expressed which would suggest a review is appropriate.

There will be an annual programme of functions and policies to be reviewed and will be determined each year depending on priorities. The Corporate

Equality Group will retain responsibility for monitoring this programme and in its annual report commenting on the outcome of this.

Procurement

The Race Relations (Amendment) Act requires that any providers carrying out the functions of the Council, will also have a duty to promote race equality. The Council is currently reviewing its procurement strategy, and included within this will be the approach to ensuring that this duty is built into the tendering and contractual arrangements. One of the actions within this Race Equality Scheme is to agree a set of contractual terms and conditions which state this duty and ensures that in evaluating tenders the response of the supplier towards this duty can be evaluated as part of the overall selection of successful contractors.

5. ASSESSMENT AND CONSULTATION

5.1 Assessment Policy and Procedure

The Council has agreed through its management structure the formal process of equality impact assessment. A copy of the form is attached as Appendix C. This form is available on the intranet and should be used for all impact assessments of existing or new policies and procedures. All managers have been trained in carrying out impact assessments.

The impact assessment form has to be completed in full. It is possible that the answers to some questions may be negative, however this information needs to be captured also. The form leads the Assessor to determine whether or not there might be any adverse differential impact for any group. The form is designed to be used for all disadvantaged groups including consideration of disadvantage due to race. If there is a conclusion that there is a potential for disadvantage then the policy or procedure is to be reviewed.

The Corporate Equality Group will act as a reference group for all impact assessments. As Departments complete these, they are required to submit them for review. The role of the Corporate Equality Group is to act as a 'critical friend' to the Assessor and to identify any gaps in consultation, assessment or analysis.

Once completed the impact assessment will form part of the documentation relating to the policy or procedure and if appropriate will be formally agreed by either the relevant portfolio holder, Cabinet or Committee.

5.2 Consultation Arrangements

The Council has in place a consultation framework for all of its consultative requirements and activities. This is due to be reviewed in 2006/07, and in the course of this review arrangements for consultation with minority groups will be considered.

There are currently different means of consultation, including general consultation through the Council's newsletter and internet to gain views from the widest community, through to individual service consultation exercises, and one-off specific consultation events. Departments will choose the most appropriate means of consulting with the BME community from all techniques available. At the present time there is no established BME consultative forum, this has been difficult to establish, therefore each consultation exercise has to derive its own base of people to consult.

Any consultation exercise carried out within the Consultation Framework captures information on the ethnicity of respondents. This information is analysed and is to be used to inform service decisions and in particular in completing equality impact assessments. However it does not provide for direct consultation with minority groups to gain the widest understanding of their needs and views.

The Corporate Equality Group have proposed a structure for improving race awareness within the borough which it is hoped the LSP will adopt so that it is available for all partners. The proposed forum will initially start as an informal mechanism for partners to begin to contact BME groups, it is hoped that over time this can evolve into a flexible means of consultation and communication on all partner issues.

6 MONITORING

Monitoring data will form a key part of any equality impact assessment, through analysis service take up, complaints etc the impact of any policy on a minority group can be assessed and where there is any differential this can be examined. Where data has been obtained from a consultative activity, ethnic monitoring data is generally available. However for some services it is more difficult to obtain this. In some areas it is because of the volume of the service requests dealt with eg Housing Benefits, in some areas it is less relevant to collect eg refuse collection.

However the Council is committed through the equality objectives process and through the equality impact assessment requirements to endeavour to collect and analysis ethnic monitoring data.

There are 3 main ways to obtain the base data on which to carry out monitoring and analysis:

- Ensure that all service users are asked to provide monitoring information at the point of accessing the service, eg housing waiting list applications, applicants for training courses.
- For a specified time period eg one week a quarter, all service users are asked to provide the monitoring information
- A sample of service users eg one in ten, are asked to provide the monitoring information

Any of these approaches are acceptable and Heads of Service will identify which is most appropriate for their functions. In making this decision it will be necessary to have regard to the ease with which this information can be obtained. Employees who are either asking service users directly for the information or who may be contacted about it, must have received training in Diversity Awareness and understand why the information is being requested.

In order to ensure that the Council achieves level 2 of the national equality standards, it is necessary for each service area (Department) to establish a process for monitoring and reviewing data. The mechanism for this will vary according to the services and how it collects and uses data. This commitment will ensure that where data is collected it is reviewed holistically and there is an opportunity to identify trends with services, to identify where there are gaps in data collected and for a review of the evidence of how services are meeting the needs of minority groups.

6.1 Data Protection

Monitoring information is inevitably personal to the individual and the provisions of the data protection act will be applied at all times. The data will be kept confidential and any reporting will ensure that links can not be made to named or identifiable individuals.

6.2 Ethnicity Categories

The ethnicity categories that will be used will follow those of the 2001 census to enable comparisons both with the local population and across services. A monitoring form has been devised and is available from Personnel and Organisational Development for Departments to use either on its own or integrated into other standard forms.

The monitoring form enables individuals to declare if they consider themselves to be of an ethnic category that is not included on the form. If it is identified over time that there are significant numbers of citizens from a specific ethnic group within the Borough this category will be incorporated into the monitoring form.

It will always be the preferred option for service users to self-classify their ethnicity using the census categories. However there may be situations where the user is unwilling to provide the information even after explanation about why it is being requested. In these situations the monitoring form will be marked 'refused' and included in data analysis.

6.3 Analysis

The data gathered will be used to provide information on service usage trends and compared to the population make-up of the Borough. Where there are small numbers of service users from ethnic minorities it is important that this does not skew the results. Care will therefore be taken to ensure that any conclusions drawn from the data are interpreted with regard to statistical significance.

Departments will use the data analysis to identify areas for improvement in their delivery of services to ethnic minorities. Where issues of disproportionate impact are identified Heads of Service will work through the consultative processes to move to eliminate these and improve policies as they affect ethnic minorities.

The Council has available a series of Community Profiles, which takes data from the national census, including ethnicity data, and presents this by ward within the borough. This information can be used to compare results and to identify if there is any differential between the census statistical data and that collected by the service area. This is particularly useful when considering service take-up rates in particular areas, and to identify if there is any disproportional differential between ethnic groups.

6.4 Benchmarking

Where appropriate, data will be used to compare with other similar authorities. For some areas this can be done through the Best Value Performance Indicators and comparisons made with audited data. It is also possible to benchmark through professional organisations and where these structures are available, individual Departments will do this.

6.5 Targets

Monitoring data provides information for setting targets. Care should be taken in establishing targets for the sake of it without clarity about how these are to be achieved. Where it becomes evident that there is a disproportionate impact of a policy it may be appropriate to review the policy and set a target for improvement. However, in order for there to be an improvement there needs to be action, eg training, publicity etc and the monitoring data will demonstrate whether these actions have been successful.

Departments are not required to set targets for any functions, unless this has already been determined as one of their equality objectives. However as part of their annual review of monitoring information, Heads of Service should consider whether establishing targets and seeking for improvement is appropriate.

6.6 Nottingham Common Monitoring Project

The council is a reporting body for the Nottingham common monitoring project and can both report racial incidents in which services are involved, or where members of the public wish to report racial incidents. There has been awareness raised of this service at SMT and through training offered to front line staff. This needs to be an ongoing active involvement as the data collated in the annual reports provides useful monitoring information and can inform impact assessments.

7. PUBLICITY

The agreed process for carrying out equality impact assessments, provides for the completed assessment to be part of the final decision report. All Council reports are available to the public. They can be accessed on the website or in written format. This includes decisions made by Cabinet or Committee, and individual portfolio holder decisions.

Where the Council has carried out some consultation, every effort is made to feedback to the public on the outcomes of this. Generally this is via the same means as the consultation ie through the Council Newsletter, website or user groups. Decisions which have been subject to consultation will include reference to this and the outcomes in the final report.

The monitoring information that is also a Best Value Performance Indicator (BVPI) is published each year in the Council's Strategic Plan. This is produced by 30th June each year and is widely available to a range of organisations and public bodies. This data is audited by District Audit and is therefore comparable year on year and against other Authorities.

The employment monitoring information which is a statutory requirement within the Race Relations (amendment) Act will also be published to the relevant Council Committee. However it should be noted that this will not go through the same rigours of audit as other BVPIs.

8. ACCESS TO INFORMATION

The council has in place a Publicity Scheme and constitutional arrangements for access to information, it also has abides by the requirements of the Freedom of Information Act. These are all applicable to providing information with respect to equalities.

The Council makes available its publications in minority languages on request; also in brail or large print.

The Council's website contains all public documents and other information. The Race Equality Scheme will be published on the website.

The Council subscribes to an interpretation and translation service called Language Line, this is available across all Departments. It is important that employees are aware of this and can offer the service where it will help in communication. Over the past 12-18 months, there have been 3 occasions of its use.

9. TRAINING

The Council provides equality awareness training for all employees. In recognising the nature of some of the employment which is frequently part-time and shift based, a cascade system of training has been developed. This is based on training line managers to deliver the training to their teams. There has been success in this within for example Grounds Maintenance Team and Leisure Centres, however, it needs further development and deployment.

The Corporate Equality Group have considered the Equality Awareness training and reviewed its effectiveness. As a consequence the course is to be revised and along with cascade training, a new approach is to be implemented. It will be the Council's aim to ensure that all employees receive training in equality awareness over a period of time. Targets will be set within the Service Plan for Personnel and Organisational Development.

10. EMPLOYMENT

The Race Relations (amendment) Act requires this Council to monitor the following issues by racial group:

- All applicants for jobs, promotions and training
- Those who receive training
- Those who benefit or suffer disadvantage as a result of performance assessments
- Those who are involved in grievances
- Those who have disciplinary action taken against them
- Those who end employment with the authority

Data is currently collected on all employees in the authority as they commence employment. The make up of the workforce has been reported to Committee for 6 years and this base data can be used in monitoring other aspects of employment practice.

The ethnicity, disability and gender of applicants for posts, analysed by selection for interview and appointment has been carried out for a number of years, this practice will continue.

Monitoring of the Specific Duty requirement on employment will be undertaken annually. The reference period will be the full previous financial year. A full report on the findings of the monitoring exercise will be reported to the relevant Committee after this time. Where the results of the monitoring suggest there is a need, action planning will be included in the report.

Monitoring will be carried out as follows:

10.1. Recruitment and Selection

General description

Monitoring will be carried out for all people who apply for an advertised post with the Council. This includes temporary and casual work and both internal and external advertising. Monitoring of ethnicity will take place at application and shortlisting stages and for each successful candidate.

Specific Method

Monitoring information is collected on the Equal Opportunities Monitoring Form issued with application information. At the end of each recruitment

exercise information is entered into the Equal Opportunities Database. The information relating to the successful candidate is held against their personal record on the Payroll System.

10.2 Promotion

General description

Monitoring will be carried out to identify the ethnicity of all employees that have been promoted internally.

Specific method

Payroll records will be interrogated to identify any grade increases in an employee's primary employment. These occasions will be analysed in respect to ethnicity and the proportionality of UK white/ non-UK white employees will be examined. More detailed analysis may be conducted if the monitoring demonstrates disproportionate success in any way.

10.3 Disciplinary Action

General description

For each hearing held under the Council's Disciplinary Procedure the outcome of decisions will be monitored and the nature of these outcomes assessed against ethnic background to assess the equality of treatment between all employees.

Specific method

For each hearing, a record will be made in a master file, held securely, of the employee's name, department, outcome of the decision, special circumstances and ethnic origin.

10.4 Training and Development

General description

Initially, the training undertaken through the Corporate Training Programme will be monitored and reported upon. The council have recently purchased an integrated payroll and HR system which enables the capture of data relating to attendance on course.

Specific method

The payroll/HR system can be interrogated to determine current employees who have undertaken training and can identify racial origin. The proportionality of racial and ethnic origin of those undertaking training can be compared to workforce population and anomalies explored.

10.5 Leavers

General description

A revised "Exit" procedure was introduced into the Council with effect from 1 April 2002. Under this system, each employee leaving the Authority is issued an Exit Questionnaire. The questionnaire seeks to identify reasons why the employment has ceased. It also monitors racial and ethnic background.

Specific method

The results of returned questionnaires are input into a statistical analysis software tool (SNAP). The results, monitored against reasons for leaving, will also be analysed to try to establish trends within departments or particular trends associated with racial and ethnic background.

10.6 Performance Assessment

General description

Although the Council's Performance and Development Review scheme is not structured in such a way to allow analysis of "disadvantage" arising from the review process, it is possible to record which employees have not been offered a formal PDR.

Specific method

Data can be drawn from the monitoring work already carried out for the local key performance indicator in respect to PDR completion across the Authority. The proportionality of racial and ethnic origin of those not being offered a PDR interview can be compared to workforce population and anomalies explored.

11. ACTION PLAN

In order to ensure that the duty to promote race equality is not only mainstreamed into service delivery, but also continues to be focussed, this race equality scheme contains an action plan for delivery over the next 3 years. This will also be reflected in the Corporate Equality Plan which contains actions to deliver improvements in equalities in general. The Action Plan is contained as Appendix ?

12. REVIEW

This scheme is for the period 2006 – 09, it will be reviewed by December 2009.

RACIAL EQUALITY SCHEME ACTION PLAN – 2003-06 Update

ACTION	OUTCOMES	WHO	TARGET DATE	PROGRESS
1. Establish corporate Racial Equality group – with representatives of service departments.	<ul style="list-style-type: none"> • Development of a team of specialists to advise on impact assessments. • Cross service team to monitor Action Plan. • Reference group for reviewing Racial Equality Scheme 	HoPSD	Sept 2003	Completed
2. Training on equality issues for all members of the Race Equality Group and where appropriate other Senior Managers and officers	<ul style="list-style-type: none"> • Increased awareness and understanding of equality issues • Improved ability to deliver the general and specific duties of the Race Relations Act 	HoPSD	November 2003	Completed
3. Develop monitoring information.	<ul style="list-style-type: none"> • Those services identified in the Impact Assessment as high priority, to establish monitoring process. 	each HoS	March 2004	Part of National Equality Standards – to be included in impact assessment process.
4. Reporting on Equality issues to portfolio holders	<ul style="list-style-type: none"> • Annual report of equality issues eg monitoring information, consultation feedback specific issues etc. to each portfolio holder 	each HoS	March 2004	Outstanding
5. Carrying out impact assessments	<ul style="list-style-type: none"> • Each new or revised policy is assessed for differential impact prior to agreement. 	each HoS	Ongoing	Procedure & Policy agreed Feb 06
6. Benchmarking data	<ul style="list-style-type: none"> • Where available benchmarking with other local authorities to be carried out. • Analysis of benchmarking to be part of annual service equality reports where carried out. 	each HoS	March 2004	Ongoing
7. Reporting of employment related data	<ul style="list-style-type: none"> • Specific duty complied with • Data contained in BVPP • Benchmarking with other local authorities. 	HoPSD	June 2003	Ongoing

	<ul style="list-style-type: none"> • Annual report to Personnel & Resources Committee. 			
8. Diversity Awareness Training for all employees.	<ul style="list-style-type: none"> • 90% of employees trained 	HoPSD	March 2004	60% trained programme to be revised
9. Ongoing training for new employees and refresher training.	<ul style="list-style-type: none"> • Delivering Awareness Training on a rolling programme for the future. 	HoPSD	from April 2004	60% trained programme to be revised
10 Establishing Consultative framework for BME Community	<ul style="list-style-type: none"> • Framework in place informed by consultants recommendations 	HoPSD	January 2004	not proved to be effective, no further progress.
11. Review use of Language Line	<ul style="list-style-type: none"> • Quantification of numbers of occasions used. • Identification of any trends in particular languages. • Ensuring employee awareness of the service 	HoPSD	Dec 2003 and annually	3 Occasions in 18 months to 31 st March 2006
12. Review Equality Action Plan	<ul style="list-style-type: none"> • Review Achievement of Actions • Develop Action Plan for 2004/5 	Corporate Racial Equality Group	March 2004	Corporate Equality Plan 2004 and 2006 encapsulate these.

RACE EQUALITY SCHEME – FUNCTION LIST

Functions	Who is Customer	Impact on Customer	Potential for differential impact	Evidence of differential impact	Priority	Possible Action
		High/Med/Low	High/Med/Low			
PLANNING & ENVIRONMENT						
Development Control						
Dealing with applications and enquiries under planning legislation	Client business	High	Low	No evidence	3	Language on forms. Monitor applications.
Enforcement of planning law	Cases	High	Low	No evidence	3	Monitoring
Appeals	Cases	High	Low	No evidence	3	Monitoring
Local Plans						
Planning Policy & Research	Public	Medium	Medium	No evidence	3	Consultaton/monitoring
Conservation Areas	Public	Medium	Low	No evidence	3	Monitoring
Listed buildings	Public	High	Low	No evidence	3	Monitoring
Environmental Improvement Schemes	Public	Medium	Low	No evidence	3	Monitoring
Tree Preservation Orders	Public client	Medium	Low	No evidence	3	Monitoring
Rights of Way	Public	Medium	Low	No evidence	3	Monitoring
Building Control						
Dealing with applications & enquiries under the Building Regulations	Client business	High	Low	No evidence	3	Language Monitoring
Enforcement of Building Regulations	Client business	High	Low	No evidence	3	Language Monitoring

Functions	Who is Customer	Impact on Customer	Potential for differential impact	Evidence of differential impact	Priority	Possible Action
		High/Med/Low	High/Med/Low			
Environmental Protection/Food Licensing & Health & Safety						
Enforcement of food hygiene and health & safety inspections	Businesses	High	High	Post inspection/ complaint questionnaires – No evidence	1	Monitoring responses by ethnicity
Enforcement of nuisance complaints and pollution issues, dog control	Cases	High	High		1	Monitoring
Provision of advice and information to businesses and individuals	Clients	Medium	Medium	No evidence Provision of leaflets in minority languages	2	
Licensing, including taxi licensing	Businesses & community groups	Medium	High	No evidence	2	
CABINET OFFICE						
Best Value/Performance Planning	Public	Low	Low	No evidence	3	
Crime & Disorder	Public/cases	High	High	Racial incidents	1	C&D strategy
Communications	Public	High	High	No evidence	1	Use of minority languages
DTP						
Publications, documents, forms seen and used by the public	Public employees	High	High	No evidence	1	Language Visual impact

Functions	Who is Customer	Impact on Customer	Potential for differential impact	Evidence of differential impact	Priority	Possible Action
		High/Med/ Low	High/Med/ Low			
Community Planning	Public/ Community groups	High	High	No evidence	1	Build into communication planning process
PERSONNEL & ORGANISATIONAL DEVELOPMENT						
Recruitment & Selection	Public/ employees	High	High	No complaints	1	Review policies & training
Training	Employees	Medium	High	No evidence	2	Need to monitor
Personnel Policies	Employees	High	High	No complaints	1	Review as required
Health & Safety	Public/ Employees	High	Medium	No evidence	2	Analyse accidents by ethnicity
IT						
Website development & online access	Public/ employees	High	High	No evidence	1	Address language & good practice attraction
Hardware/software support	Employees	Low	Low	No evidence	3	None
Scrutiny	Members	Low	Low	No evidence	3	Member awareness
FINANCIAL SERVICES						
Council Tax						
Billing	Client & cases	High	Medium	No evidence	2	Bills in different languages
Recovery	Client, cases & businesses	High	High	No evidence	1	Documentation available in different languages
Discounts	Client & cases	High	Medium	No monitoring evidence but have applications, refusals etc	2	Documentation available in different languages. Publicity

Functions	Who is Customer	Impact on Customer	Potential for differential impact	Evidence of differential impact	Priority	Possible Action
		High/Med/Low	High/Med/Low			
Exemptions	Client & cases	High	Medium	As above	2	As above
Benefits						
General Admin	Client, cases & businesses	High	High	No monitoring evidence	2	Documentation available in different language
Discretionary	Client, cases & businesses	High	High	No monitoring evidence but have applications, refusals etc	2	As above
Fraud	Client, cases & businesses	High	Medium	No monitoring evidence	1	
NNDR						
Billing	Client & cases	High	Medium	No monitoring evidence	2	Bills in different languages
Recovery	Client, cases & businesses	High	High	No monitoring evidence	2	Documentation available in different languages
One Stop Shop						
Complaints/Compliments	Cases	High	High	No evidence	2	Monitoring
Reception	Public & cases	High	High	No monitoring evidence	1	Documentation Language interpretation Monitoring
Advice	Cases	High	High	No monitoring evidence	1	Documentation Language interpretation Monitoring
Reliefs	Client & cases	High	Low	No monitoring evidence but have applications, refusals etc	3	Documentation available in different languages. Publicity

Functions	Who is Customer	Impact on Customer	Potential for differential impact	Evidence of differential impact	Priority	Possible Action
		High/Med/Low	High/Med/Low			
Creditors						
Payments	Businesses & client	High	Low	No evidence	3	
Cashiers						
Considered possibly not applicable	Client	Low	Low	No evidence	3	
Bus Passes						
Take up (disabled and ethnic groups)	Client	Low	Low	No monitoring evidence	3	Publicity in different languages
Mortgages						
Considered to small to be significant	Client & cases	Low	Low	No monitoring evidence	3	
Sundry Debtors						
Payment	Client & cases	High	Low	No monitoring evidence	3	
Recovery	Client, cases & businesses	High	High	No monitoring evidence	1	
LEGAL & DEMOCRATIC SERVICES						
Legal						
Occasional Landlord harassment	Case	High	High	No evidence	1	Monitor
Estates	Public	Low	Low		3	
Prosecutions	Case	High	High	None	1	Needs monitoring
Electoral						
Registration/language difficulties	Public	High	High	Feedback from officers about language difficulties in filling out form	1	Language Use of form

Functions	Who is Customer	Impact on Customer	Potential for differential impact	Evidence of differential impact	Priority	Possible Action
		High/Med/Low	High/Med/Low			
Land Charges						
Mainly communications with solicitors	Business	Low	Low	No evidence	3	
Right to Buy						
400 enquiries, 150 applications – mainly telephones	Tenants	High	Low	No evidence	3	Language
Caretaking						
Limited contact with public	Employees	Low	Medium	No evidence	3	Training
Civic						
Requests from groups, societies etc for charitable events, openings etc.	Public	High	High	No evidence	2	Ensuring range of events attended. Monitoring requests and attendance.
HOUSING SERVICES						
Housing Management						
General Housing Advice	Public, Client, Cases	High	High	Complaints/compliments	1	BME Housing Needs Survey 2003 Review Equal Opportunities Policy
Homelessness Advice and Assistance	Cases	High	High	Equal Opportunities Monitoring	1	BME Housing Needs Survey 2003 Review Equal Opportunities Policy
Accessing the Housing Register	Public, Client, Cases	High	High	Equal Opportunities Monitoring	1	BME Housing Needs Survey 2003 Review Equal Opportunities Policy

Functions	Who is Customer	Impact on Customer	Potential for differential impact	Evidence of differential impact	Priority	Possible Action
		High/Med/Low	High/Med/Low			
Maintenance of the Housing Register	Cases (Client)	High	High	Equal Opportunities Monitoring	1	BME Housing Needs Survey 2003 Review Equal Opportunities Policy
Letting of Accommodation	Cases	High	High	Equal Opportunities Monitoring	1	BME Housing Needs Survey 2003 Review Equal Opportunities Policy
Estate Management Race Harassment Policy	Cases, Client	High	High	Complaints/Compliments Race Harassment Monitoring	1	Review of procedures Review Equal Opportunities Policy
Serving legal documents for possession, anti-social behaviour etc	Cases, Businesses	Medium	Medium	No evidence	2	
Supported Housing e.g. Warden/ECU schemes	Cases	High	High	None	1	BME Housing Needs Survey 2003 Review Equal Opportunities Policy
Responsive Repairs	Cases	Low	Low	Complaints/Compliments	2	
Tenant Consultation/ Participation	Community Groups, Cases	High	High	Satisfaction Survey Tenants Compact Questionnaires	1	Review Tenants Compact Updated Satisfaction Survey Annual Questionnaires with EO form.
Liasing with other agencies	Businesses	Medium	Medium	No evidence	2	
Rent						
Collection/recovery	Cases, client	Medium	Medium	No evidence	2	
Billing	Cases, client	Medium	Medium	No evidence	2	
Service Charge	Cases, client	Medium	Medium	No evidence	2	

Functions	Who is Customer	Impact on Customer	Potential for differential impact	Evidence of differential impact	Priority	Possible Action
		High/Med/Low	High/Med/Low			
Leasehold Charge	Cases, client	Medium	Medium	No evidence	2	
Policy						
Equal Opportunities Monitoring	Public, Client, Cases	High	High	Monitoring process in place through EO policy	1	Review Equal Opportunities Policy
Consultation	Public, Client, Cases, Community Groups	High	High	Questionnaires Satisfaction Surveys Focus Days Housing Strategy	1	Update, review and draw up an action plan. Review Equal Opportunities Policy
Policy/procedure development	Cases	High	High	Identify good practice examples	1	Continual review Review Equal Opportunities Policy
Partnership working	Businesses	High	<u>High</u>		1	
Public Maintenance						
Planned Maintenance	Cases, Client	Low	Low	Satisfaction Surveys	3	Continual review, draw up an action plan.
Servicing of Appliances	Cases, Client	Low	<u>Low</u>		3	
Stock Condition Survey	Cases, Client	<u>Low</u>	<u>Low</u>		3	
Private Maintenance						
Improvement Grants Approvals	Client, cases	Medium	Medium	Satisfaction Surveys	2	Continual review, draw up an action plan.
Stock Condition Survey	Client, cases	Low	<u>Low</u>		3	
Enforcement of Housing Standards	Client, cases	Medium	Medium		2	
Provision of advice and information to Private Sector Residents and Landlords	Public	High	High		1	

Functions	Who is Customer	Impact on Customer	Potential for differential impact	Evidence of differential impact	Priority	Possible Action
		High/Med/Low	High/Med/Low			
Administration of Renewal Grants and Disabled Facility Grants	Cases	High	High	Satisfaction Surveys	High	Continual review, draw up an action plan.
LEISURE						
Leisure Centres	Public	High	Medium	User surveys	2	Monitor usage
Community Centres	Public	Medium	Low	Survey of users	2	Monitor usage
Parks & Open Spaces	Public	Low	Low		3	
Twinning & Tourism	Public	Low	Low		3	
Cemeteries	Client	High	High		1	Review services to BME groups
Sport Development	Public	Medium	High		2	Ensuring ranges of activity
Arts Development	Public	Medium	High		2	Ensuring ranges of activity
DIRECT SERVICES						
Refuse Collection	Public	High	Low		3	
Street Cleaning	Public	High	Low		3	
Grounds Maintenance	Public	Low	Low		3	
Highways Maintenance	Public	Low	Low		3	
Bulky Household Waste Collection	Client	High	Medium		2	

RACIAL EQUALITY SCHEME – ACTION PLAN

2006 - 2009

Action	Outcomes	Who	Target Date
1. Establish Race Awareness forum within LSP	<ul style="list-style-type: none"> • Development of links with minority ethnic groups • Opportunities to inform and consult with ethnic groups • Opportunities to celebrate diversity and promote race equality throughout the borough 	LSP	December 06
2. Develop consultation mechanism with BME groups through the Race Awareness Forum	<ul style="list-style-type: none"> • Identified 'body' for formal consultation • Improved services to BME community • Improved understanding of BME needs 	LSP/Head of Cabinet Office	December 07
3. Target job vacancy information to specific BME community groups	<ul style="list-style-type: none"> • Increased representation of BME employees in the workforce 	HoPOD	December 06
4. Distribute Religious Festivals Calendar widely and with additional guidance on the relevance of the festivals	<ul style="list-style-type: none"> • Promotion of good race relations • Awareness of other faiths • Ensuring we are sensitive to priorities for other faiths 	Head of Cabinet Office	March 2007 and ongoing
5. Reporting on equality issues to portfolio holders – to run as a trial to identify the value of this	<ul style="list-style-type: none"> • Increased awareness for Elected Members of equality issues and how these are impacting on service delivery • Corporate overview of all equalities activity 	Heads of Service	Outstanding from 2003 action plan
6. Offer training to members in equality awareness and understanding	<ul style="list-style-type: none"> • Increased awareness of equality issues and the impact that Members can have in improving race relations 	HoPOD/HLDS	March 2008
7. Increase awareness of Language Line – through article in GEN and intranet	<ul style="list-style-type: none"> • Better services to customers as a translation and interpretation service is readily available 	HoPod/Head of Cabinet Office	ongoing

Action	Outcomes	Who	Target Date
8. Continue to celebrate diversity through the role of the Mayor, eg Divali events.	<ul style="list-style-type: none"> • Improved race relations 	HoLDS	ongoing
9. Monitor racial incidents in the borough through the Nottinghamshire Common Monitoring project	<ul style="list-style-type: none"> • Awareness of any areas of concern and ability to respond directly to these • Promoting good race relations 	Head of Cabinet Office	Annually
10. Monitoring of complaints by ethnicity through the corporate complaints system	<ul style="list-style-type: none"> • Identification of any areas of differential impact • Service improvement 	Deputy Chief Executive	March 2008