

Race Equality Scheme

2006-2007



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Introduction

Barnet is proud to publish its third Race Equality Scheme outlining how it will promote race equality in delivering services to its local communities. Supported by a realistic action plan, the scheme will build on the work of previous schemes and support the council's decision to publish a single Equality Scheme in April 2007 to meet the positive duties relating to promoting race equality, disability equality and gender equality and to reflect the council's commitment to mainstreaming equalities into our corporate planning process.

Barnet is a vibrant, multi-cultural suburb of London and home to a growing and diverse population. As the 20th most ethnically diverse area in England with 26 per cent of the population from black or minority ethnic communities, it is also the second most religiously diverse area in the country.

Judged to be a borough that is 'improving well', Barnet Council is keen to develop its reputation as a first class suburb with new, inclusive thriving neighbourhoods delivering consistently high services to an increasingly diverse population.

2006 is a critical time in the council's planning cycle. The publication of Barnet's new Sustainable Community Strategy is supported by the council's new corporate business plan and is further enhanced by the publication of this new Race Equality Scheme.

Barnet in facts and figures

Covering 87 square kilometres, Barnet has large areas of protected open space and parkland, and over 20 town centres, all of them diverse centres of retail, culture and community activity.

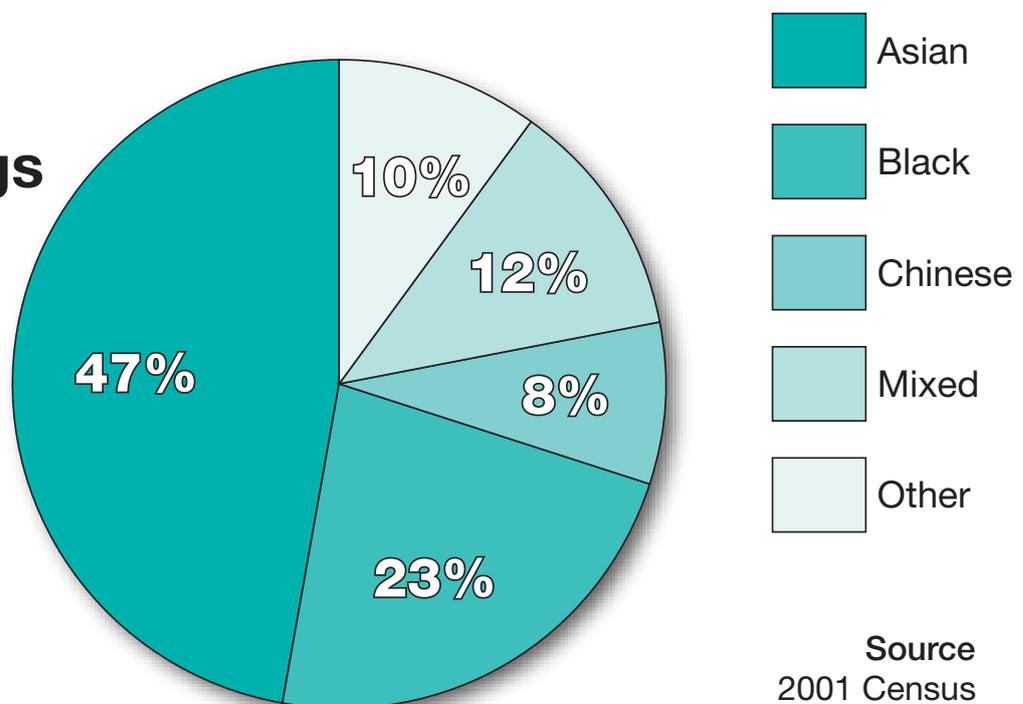
The rich diversity of Barnet is reflected in the make up of its 329,700 residents. Just over a quarter of the population belong to a minority ethnic community - the largest of which are Indian and Black African. Barnet is also home to the largest number of Chinese residents of any London borough and the highest proportion of Jewish residents in the country.

Some key facts emerge from the 2001 Census confirming this diversity:

- Barnet's population rose by 5.4% between 1991 and 2001 – more than twice the average rate for England and Wales
- Like London as a whole, Barnet has a comparatively high proportion of people in their 20s, 30s and 40s and low proportions of those in their teens and between 50 and 80 years of age
- Children from Black and minority ethnic communities make up almost 50% of our local school population
- Over 120 languages are spoken in Barnet schools
- 14.8% of Barnet residents give their religion as Jewish – the highest rate in England and Wales
- Over a quarter of residents (26%) belong to minority ethnic groups: only 20 local authorities have a higher percentage - 16 of them in London
- Only 12 other authorities in England and Wales have higher proportions of residents born outside the United Kingdom

- The borough’s largest single ethnic groupings are Indian and Black African - representing 8.6% and 4.3% of the population respectively
- 14.6% of Barnet residents say they have a limiting long-term illness or disability that affects their daily living activities. While this is higher than in 1991, it is low compared with the country as a whole. Barnet also had a low rate of residents saying their general health was “not good”
- 37% of residents aged 16 to 74 travel to work by public transport: only 20 authorities, all in London, have a higher proportion
- 35.5% of residents aged 16 to 74 have a qualifications at degree level or higher: only 14 other authorities (11 of them in London) have a higher proportion
- Over 16,000 households in Barnet (13.1%) are overcrowded in terms of the definitions used by the Census.

Minority Ethnic Groupings



Our vision and values

As an ambitious council, we want to be known nationally and internationally as a first class London authority. We are aware that Barnet is currently undergoing dramatic growth through successful regeneration causing Barnet's communities to change dramatically. The council with other partners in Barnet's Local Strategic Partnership wants to maintain the best characteristics of a traditional suburb while benefiting from the vibrancy of new communities.

Our vision for Barnet is to make it a place where:

- People want to live and work
- Where first class services are offered to all its residents
- Successful communities are working and thriving, and as a result
- Quality of life continues demonstrably to improve.

This vision is underpinned by a number of Barnet values which provide a benchmark for behaviour across the organisation. These are:

- Customer care – accepting that our users and potential users of services know what best services they need and how they want them to be delivered. Our Customer Access Strategy sets out our ambitious plans to ensure that standard of delivery of our services and customer care continues to improve
- Local choice – wherever possible we will try and make sure that users have a choice. This can range from using the choice-based lettings service for a home, freedom to choose respite care or for individual residents to request dropped kerbs to make roads and pavements accessible. We are committed to extending choice in other service areas and widening the range of services that the customer can access electronically

- An active community - is one of Barnet's greatest strengths. Residents have a strong sense of civic pride and play a pivotal role in maintaining its social cohesion by living and working amicably alongside each other to making Barnet a better place to live. A recent Citizen's Panel survey showed that 26% of Barnet residents volunteer and 79% have given up their time in the last year to help someone else, whether through giving advice, helping with a household activity/chore or providing unpaid care
- Value for money – As part of our ambition to be an efficient and effective organisation delivering quality services which are both flexible and responsive to the needs of our diverse users and potential users, we have implemented new business systems fit for the 21st century in the areas of finance, procurement, payroll and human resources. These business systems will support the council's compliance of the Race Relations Act's specific duty to monitor our employment procedures and practices
- Facilitating success – is an integral part of the council's role as a community leader. We understand our contribution in creating conditions which maintain a successful Barnet, leveraging in benefits to local areas through the improvement of the local infrastructure to create a thriving borough in which people wish to invest. We know that success is built on a shared understanding of the future with our partners
- Our vision and values underpin the strong strategic direction and the key corporate priorities of the council to achieve excellence in service performance, quality corporate governance and community engagement through:
 - A Bright Future for Children and Young People
 - Supporting the Vulnerable
 - Clean, Green and Safe
 - Strong and Healthy
 - A Successful Suburb

Legislative context

Articles 5(1), 5(2) and 5(3) of the Race Relations Act 1976 (Statutory Duties) Order 1976 as amended by the Race Relations (Amendment) Act 2000 places on public authorities, including local councils, a general duty to promote race equality.

Under this general duty the council must aim to:

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

To help councils meet the general duty, a number of specific duties must be undertaken to ensure legal compliance. These include:

- the publication of a Race Equality Scheme
- training staff on their responsibilities under the general duty
- making arrangements for monitoring, consulting and assessing policies, functions and initiatives for their equality impact
- monitoring and analysis by ethnicity and annual publication of ethnic monitoring results.

The Act also places specific responsibilities on schools. These include:

- Publishing a Race Equality Policy focusing on issues including pupil achievement from different ethnic groups; promoting race equality and harmony; preparing pupils for life in a multi-ethnic society
- Assessing and monitoring the impact of all their policies on pupils, staff and parents from different ethnic groups.

Our key race equality priorities

As a council, we believe our race equality priorities must be delivered through four strands. These are summarised below:

As a community leader we believe all residents, service users, employees and partners in the community should be encouraged to make their contribution to improving our services. We believe that as a community leader we should be an enabler of services working in partnership with other stakeholders. We have endeavoured to use these resources to scope the delivery of our Customer Access Strategy to use information about our diverse communities in an intelligent and inclusive way to shape our functions, design our policies and ultimately to improve our service delivery.

As a community leader

our role is to ensure:

- All residents, service users, service providers, employees and partners in the community have a responsibility to promote equalities and challenge discrimination and stereotyping
- All residents and service users are able to participate fully in the life of the community and celebrate its diversity
- Every resident and service user has equal access to high quality services that meet their needs. We recognise that there are some people who may need support in receiving this entitlement
- Every resident, service user and employee is entitled to a safe environment free from discrimination, harassment and victimisation.

As a service provider

Our Customer Access Strategy ensures that we have made explicit our commitment to delivering services in a fair and transparent way using standards based on merit and appropriateness. We believe that all those who receive our services:

- Have the right to receive appropriate, accessible services that are free from discrimination, harassment and victimisation
- Have the right to be treated with respect and provided with accurate and up to date information about the council's services
- Should feel enabled to access council services and not feel excluded because of their age, disability, ethnic background and skin colour, faith, gender, health, language, social and economic background, or because they are lesbian or gay
- Have the right to be consulted on the way the council plans and delivers its services
- Have our assurance that service contracts will incorporate equalities principles and that performance against these will be monitored
- Have the right to give and receive feedback or raise complaints about services through clear and easy to use complaints procedures and should feel able to contribute to the council's decision-making process.

As an employer

The council's greatest asset is its people - approximately three-quarters of the council's budget is committed to staff. The council's Human Resources Strategy sets out how the organisation as a whole, and each service area, will maximise the contribution of the council's staff to delivering services and achieving the Corporate Plan priorities.

The strategy is supported by a series of three second-level supporting strategies which address objectives in key areas of human resources policy.

The three second-level strategies are:

- Workforce Development Strategy
- Talent management
- Improving the Health and Safety Culture Strategy

The second-level strategies discuss, in detail, the major issues and changes that the council will have to implement in its human resources policies over the next five years. But some key, overarching principles will apply in all circumstances.

- Barnet will develop its people, recognising and responding to the diverse needs of its staff and become recognised as an employer of choice. It will actively promote itself as a good practice employer
- The council will create and sustain a healthy and safe working environment, free from harassment and discrimination, treating all staff with dignity and respect
- All human resources policies, procedures, terms, conditions and benefits will be universal and consistent standards will apply to all Barnet's employees at every level of service and across the entire organisation
- The council is committed to reaching the highest level of the Equalities Standard for Local Government within the five-year timeframe of this strategy
- Where possible, the council will seek to maximise the employment opportunities for local people, although it will not actively discriminate against anyone from outside Barnet to achieve this.

As a procurer of goods and services

Barnet Council will ensure that its procurement policies and practices will support our corporate strategies by undertaking the following:

- placing an expectation on our appointed contractors to share and deliver our equalities and diversity goals
- ensure that all equality considerations are taken into account when procuring goods, works, or services from external providers
- monitoring our contracts for compliance including appropriate terms and conditions
- training staff in equalities issues for procurement.

Delivering race equality priorities the Barnet way

We believe the Leader of the Council is best placed to deliver our race equality priorities. Our action plan will take place over 12 months during which time we are confident that a number of positive outcomes will be achieved. Delivering our race equalities priorities the Barnet way will be done using a number of methods:

Barnet Council's Cabinet is responsible for providing positive leadership and strategic direction for the council both within individual portfolio responsibilities and as part of the corporate responsibilities of the executive. Members of Barnet Council's Cabinet provide positive leadership and strategic direction for the council, both within individual portfolio responsibilities and as part of the corporate responsibilities of the executive. Barnet's Overview and Scrutiny Committee will oversee implementation of the action plan.

Barnet Local Strategic Partnership has recently been restructured to more accurately reflect its local community. Organised along two tiers, the LSP Executive - comprised of organisations that supply services in Barnet and the LSP Community Steering Group - comprised of community and voluntary groups representing significant groups of our service users, we are confident that Barnet Local Strategic Partnership will deliver its 2016 vision. Barnet Civic Network will act as the council's primary civic engagement tool.

Executive Director for Communities is one of the council's strategic corporate directors and will be the lead officer responsible for embedding and mainstreaming equalities and diversity into the council's corporate planning structure.

Corporate Equalities and Diversity Group is chaired by the Director for Children's Services and will be responsible for embedding and monitoring equalities and diversity best practice across the council.

Financial and Performance Review meeting is chaired by the Chief Executive to test the performance of individual services in helping to meet our corporate priorities as specified with the Key Priority Plans.

Equalities, diversity and community engagement are specific sections in these plans and their impact on service delivery will be monitored on an exception basis within this scrutiny process.

Staff support forums are an area of growth for the organisation. Membership of the former Black Staff Support Group has been widened to include participation from members of other visible minorities to form the Black and Visible Ethnic Minority Support Group.

Engaging with our communities is something we know is essential in promoting good race relations. As a previous successful holder of Beacon status for community cohesion, we understand that local people do not want to be put into boxes but want to be acknowledged as individuals with a range of needs. We are conscious that poverty and disadvantage impact significantly on some of our white communities, as well as on some black and minority ethnic groups. As a provider of public services it is essential that we are accountable and responsible with how we spend public money. We believe that the most effective way of delivering efficient, quality and flexible services is to ask our communities what is important to them using mechanisms such as the Citizen's Panel, Civic Network and the range of multi-agency partnerships the council participates in. Our dynamic relationship with the local voluntary and community sector is reflected in the spirit of our Compact and the priorities highlighted in the Improvement Plan that has emerged out of the Best Value Review working with the voluntary and community sector.

Managing data intelligently is one of our new challenges. Investment in ICT infrastructure means that we will be able to understand how the council can develop services which reflect the needs of our local communities. Over the past 12 months we have been producing management information packs to show the changing profile of our workforce and how this impacts on the services we produce and deliver.

Monitoring our progress

We in Barnet understand that one of the biggest assets is the active role played by our citizens in making Barnet a better place. Successes such as the compulsory recycling scheme, engagement with faith communities on the borough's landmark regeneration projects and using a range of consultation mechanisms to ensure we have listened to our residents has helped us to achieve our vision.

We will monitor our progress against our race equality targets using the Equality Standard for Local Government, Best Value Performance Indicators and our own Financial and Performance Review cycle.

The Equality Standard for Local Government is the performance measurement tool used by the council to ensure that equalities is mainstreamed and embedded into our corporate planning mechanisms. It is currently a constituent part of the Best Value Performance Indicator 2a. The council self-assessed itself at Level 3 of the standard in March 2006 and is aiming to move to Level 4 over the next two years which specifically addresses the role of information systems and monitoring targets listed in key priority plans of services.

The standard is divided into five levels covering policy making, service delivery and employment which are:

Level 1: Get the system in place by identifying the commitment

Level 2: Assessment and consultation

Level 3: Setting equality objectives and targets

Level 4: Information systems and monitoring against targets

Level 5: Achieving and reviewing outcomes.

Each level is sub-divided into four further sections, namely: leadership and corporate commitment; consultation, community development and scrutiny; service delivery and customer care; employment and training. It is against these sub-sections that progress is measured.

Monitoring the Race Equality Scheme

The Race Equality Scheme is the constituent part of the Best Value Performance Indicator 2b. Service delivery is measured against 19 sub-indicators which are inspected by the Audit Commission.

A summary sheet of performance to date can be seen in Appendix 1. The results clearly illustrate that evidence in service development needs to improve significantly for performance to improve.

The council has steadily improved its performance against these targets and is confident that it is beginning to embed equalities and diversity into shaping service improvement.

Summarises the rate of progress

BV2(b)	2003/04	2004/05	2005/06
Percentage score	52.63%	63.16%	68.42%
Raw score	11	12	13

The figure for 2005/06 of 68.42% compares to 74% for the top London quartile figure.

A summary of our progress to date is contained in Appendix 2.

Monitoring employment data

In addition to our legislative requirements to monitor our workforce by ethnicity in the following categories:

- job applicants and promotions
- grievances
- disciplinary action
- performance appraisals
- training
- staff leaving the authority

we will implement monitoring and analysis by ethnicity of the following

- employees seconded to other positions within the authority
- employees undertaking acting up duties
- employees who have made complaints under our 'Dignity at Work' Policy (harassment, bullying and victimisation cases).

Developing our employees

It is essential that Barnet has the right people, with the right skills in the right place at the right time to maintain and improve existing and future services. This is addressed at a strategic level through our Talent Management Strategy, and is being reflected in service area plans, and financial resources for workforce development need to be identified. The Workforce Development Plan is a management tool to support this process.

A key objective in the Workforce Development Strategy is to achieve and maintain diverse workforce and progress upwards through the Equality Standard for Local Government Standard.

Publishing results

Our Race Equality Scheme will be published on our website www.barnet.gov.uk. Our Corporate Communications Team will be developing a Communications Strategy which will be disseminated both to our staff and to local residents. Consultation on the scheme was undertaken with members of the disabled community, Barnet Voluntary Services Council and their wider membership, Barnet Council staff, and was also posted on our website.

Our three Cs:- Comments, Complaints and Complements

We encourage feedback from all sections of the community on council services and undertake to investigate complaints thoroughly in accordance with our procedures. We also capture information on our complaints and use the reporting and analysis of complaints actively to assess which sections of the community perceive they are dealt with less fairly and seek to address these perceptions

Our action plan is a consolidation of current work taking place in the council between December 2006 and April 2007 and indicates preparatory work for 2007/08 where relevant. Future work will be incorporated into the Key Priority Plans and service plans ensuring race equality priorities become mainstreamed.

Appendix 1 – Scoring of Barnet's Race Equality Scheme 2003 – 2006

Indicator	Description	Yes/No	Score		
			2003/04	2004/05	2005/06
1.	Does the authority have a Race Equality Scheme (RES)	yes	1	1	1
a.	The RES has a list of functions and policies that are relevant to the General Duty.	Yes	1	1	1
b.	The RES consists of a strategy, which addresses the general duty and each of the specific duties.	Yes	1	1	1
c.	The RES contains clear priorities, targets and outcomes in order to fulfil the general and specific duties.	yes	1	1	1
d.	The RES is supported by a timetabled, three-year action plan.	Yes	1	1	1
e.	The RES is clearly integrated in all corporate and service level plans and strategies.	Yes	1	1	1
f.	The RES has been clearly integrated in the procurement and partnership strategies and policies and best value reviews.	Yes	0	0	1
g.	The RES is actively communicated to members of the public and to staff.	yes	1	1	1
h.	The RES is reviewed regularly by the authority.	Yes	1	1	1
i.	The RES is owned by council members and senior officers who share responsibility for ensuring outcomes are met and are involved in reviews of the scheme.	Yes	1	1	1
	Evidence of measurable improvements in respect of:				
j.	The representation in the workforce at all levels of the range of ethnic groups in the local area and relevant labour markets.	No	0	0	0
k.	Improving staff perceptions of equal opportunities for all ethnic groups and reducing differences.	Yes	0	1	1
l.	Widening the ethnic profile of service users having regard to need and relative to the local population.	No	0	0	0
m.	Improving satisfaction rates among service users of all ethnic groups and reducing any differences.	No	0	0	0
n.	Reducing number of complaints from service users of all ethnic groups and reducing any differences.	No	0	0	0
o.	Providing services that meet the needs of all ethnic groups in the communities the authority serves.	No	0	0	0
p.	Improving service outcomes for all ethnic groups and reducing any differences.	No	0	0	0
	Relates to other Best Value Performance Indicators (174/175).				
q.	Increasing confidence in reporting racial incidents.	Yes	1	1	1
r.	Increasing satisfaction in the way racial incidents resulting in further action are handled.	Yes	1	1	1
	TOTAL SCORE		11	12	13
	% against target		57.89	63.16	=68.42

Appendix 2 – Our Race Equality Performance

Directorates	Achievements to date (2003-2006)	Next Steps
Resources	<ul style="list-style-type: none"> Whole directorate approach to equalities and diversity 	
Borough Treasurers	<ul style="list-style-type: none"> Refurbishment of Fenella Monitoring of grants distributions to the voluntary and community sector 	<ul style="list-style-type: none"> Implement the new customer access standards Continuation of this work Ensure that services are able to monitor contracts and PQQs robustly
Committee and Administration	<ul style="list-style-type: none"> Beginning to engage with BME communities to understand the concepts and processes of local governance 	<ul style="list-style-type: none"> To continue to monitor and review the workforce profile and apply it to the Workforce Development Strategy and the Talent Management Strategy
Strategic Procurement Team	<ul style="list-style-type: none"> Incorporating equalities into the corporate guidance processes 	<ul style="list-style-type: none"> To build on developing the workforce using the Talent Management Strategy to identify potential senior staff for the future
Human Resources	<ul style="list-style-type: none"> All HR policies have been updated to include reference to changes in equalities and other legislation Publication of management information diversity packs summarising workforce profile for all equality strands Ethnic diversity of council staff reflects the local population 	<ul style="list-style-type: none"> Information Observatory Publication of updated data about ethnic diversity in Barnet in 'Barnet in Facts and Figures' section of Barnet Online Segmentation of staff ethnic monitoring data
Information Systems	<ul style="list-style-type: none"> Geographic Information Systems Publication of Census briefing on ethnicity on Barnet Online, together with ward-level ethnic breakdowns Contribution to advice to services on the use of equalities data in the performance monitoring Key Priority Plans 	<ul style="list-style-type: none"> Monitoring contract for continuous feedback and satisfaction ASS equality policies will be compiled into one equality framework document. Training programme for all staff, including career coaching and development for staff from diverse backgrounds to be delivered in 2006/07 Improving on how information that is collected is used to ensure that there is continuous improvement to the services we deliver, plan and commission. Continuation of mainstreaming equalities in day to day work for all staff Equalities and diversity training for all staff which will also be part of continued professional development for social workers
Adult Social Services	<ul style="list-style-type: none"> The Directorate has formed a Equality and Diversity Group to drive the equality agenda across all sections of the Directorate An Assistant Director within the Directorate has been identified as the Equality Champion Translation cards now form part of all recent publications to enable service recipients to access publications in their language of choice Adult Social Services Communication team has updated the Help Yourself Guide to include all known BAMEG (Black Asian Minority Ethnic Groups) Consulting with all communities for the new Home Meals Delivery Service Contract All commissioned service specifications now include equality considerations and these form part of the wider performance monitoring of these services 	

Directorates	Achievements to date (2003-2006)	Next Steps
Children and Families	<ul style="list-style-type: none"> Establish a service equalities and diversity group which champions the agenda through the service Quality assessing service training for equalities content Assess and review consultation mechanisms and 'closing the loop' 	<ul style="list-style-type: none"> Linking the Equality Standard for Local Government to the Hear by Rights Standards
Corporate Performance Office	<ul style="list-style-type: none"> Inclusion of equalities in the corporate planning mechanisms such as the Key Priority Plans and the F&PR Cycle Equalities as a specific strand in corporate Best Value Review process Publication of the Consultation Toolkit Enhanced Citizen's Panels for BME and disable communities Increasing diversity of the Civic Network Restructuring of the Local Strategic Partnership 	<ul style="list-style-type: none"> Support services who are still under performing in equalities and diversity Support services in making the link between service improvement and mainstreaming equalities Developing a new corporate Equality Impact Assessment toolkit
Education and Libraries	<ul style="list-style-type: none"> Libraries continue to reach out to all of Barnet's diverse communities Organising Black History Month using a community steering group Appointment of Inspector for Inclusion and Equalities 	<ul style="list-style-type: none"> Develop capacity of the service to implement equalities legislation Develop partnership work between service area, the community and agencies and organisations to embed equalities work in schools, libraries and the respective teams in the local authority Progress the actions identified in the 'Moving Race Equality On' Conference
Environment and Transport	<ul style="list-style-type: none"> Compulsory Recycling Scheme introduced Publication of Sustainable Waste Strategy Work with parking attendants subjected to racist abuse from the public Public awareness campaigns with diverse communities about recycling 	<ul style="list-style-type: none"> Increase reporting of racial incidents received by staff from public Rolling out staff appraisals which include equalities and diversity objectives which reflect their key service priorities
Planning and Regulatory Services	<ul style="list-style-type: none"> Training local food suppliers in community languages about food safety regulations Consultation Programme for the Statement of Community Involvement 	<ul style="list-style-type: none"> Planning Service has continued to support student from BME background under the national PATH initiative Food safety training will continue to be provided in community languages to small businesses
Housing	<ul style="list-style-type: none"> Publication of the BME Housing policy Adoption of the CRE Code of Practice for Housing Systems in place to monitor contact with customers 	<ul style="list-style-type: none"> Build on the work undertaken by the Community Safety Team with diverse communities Improve staff survey figures for the service amongst BME staff
Law and Probity	<ul style="list-style-type: none"> Training undertaken by registrars to prepare for new legislation Electoral Registration worked with local voluntary and community sector to increase understanding of the electoral process 	<ul style="list-style-type: none"> Increase engagement with local communities to register entry on the electoral register Introduce career grades for long standing serving members of staff
Strategic Development Unit	<ul style="list-style-type: none"> Engagement with faith communities on the Cricklewood, Brent Cross, West Hendon Regeneration area undertaken Widespread public consultation on the regeneration areas undertaken 	<ul style="list-style-type: none"> Involving communities on the next stage of consultation of the pre-application consultation

Appendix 3 - Race Equality Scheme Action Plan 2006 – 2007

Action	Priorities	Date
1	Implement a corporate Equality Impact Assessment	To develop a way of systematically assessing, consulting and monitoring the effects of a policy or procedure on a group of people, then identifying some actions to mitigate the effects November 2006
2	To undertake an equality impact assessment of the council's business plan	To complete an equality impact assessment of the Corporate Plan 2006/7 – 2008/9 November 2006
3	Update race equality policies in schools	Standards and Effectiveness Division in the Education Service provides further support and guidance on developing their race equality work School use their Self-Review and Self-Evaluation Toolkit and attend 'Moving On Race Equality' workshops January 2007
4	All services to ensure that data collection systems are capable of covering all the equality strands	Continue to produce diversity management information packs but analyse the data 'smartly' November 2006
5	All services to review their arrangements for consulting and engaging with users from the different equality interest groups	To inform the Consultation, Complaints, Customer Handling and User Focus Group of new arrangements December 2006
6	To include equalities into Member Induction training	To advise members of the council's obligations regarding equalities and diversity legislation January 2007
7	To raise awareness of the role of diversity monitoring in delivering improved customer care and service delivery	To use diversity data to influence service improvement targets in the KPPs March 2007
8	Work with the LSP	To support the LSP Executive and LSP Steering Group to deliver the Sustainable Community Strategy Action Plan
9	To raise awareness of staff about the new equalities legislation	Work already undertaken in the Resources Directorate, Children and Families and schools May 2007
10	To publish our corporate complaints and analyse them for diversity data	
11	To work with our partners in the borough to develop a programme of events, activities and exhibitions which reflect the diversity of the borough	Present a report to the Corporate Equalities and Diversity Group May 2007
12	To monitor recruitment and staff for equality information	To analyse the information and use it to support the Talent Management Strategy and Organisational Strategy December 2006
13	To bolster our role as a community leader to empower local communities	To increase our engagement with local communities to raise understanding of their civic and democratic responsibilities May 2007

