

Putting the Community First



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## **RACE EQUALITY SCHEME ACTION PLAN MAY 2003 – MAY 2006**

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INVESTOR IN PEOPLE



2002-2003  
*Improving Urban Green Spaces*  
*Libraries as a Community Resource*  
2003-2004  
*Community Cohesion*

# Contents

## 1. Introduction

Barnet Council's first Race Equality Scheme and Race Equality Scheme Action Plan, was published in May 2002. The progress on actions identified in the first Action Plan was reported in the Council's 'Race Equality Scheme Action Plan Annual Report.' This report outlines the actions identified by individual council services for the next three years. The report also includes some of the actions carried forward from the first action plan.

## 2. Service Action Plans

- Borough Treasurers'
- Children and Families
- Committee and Administration
- Community Care
- Corporate Performance Office
- Customer Care
- Education
- Environmental and Neighbourhood Services
- Highways and Design
- Housing
- Human Resources
- Law and Probity

**BOROUGH TREASURERS'**

Service: **BOROUGH TREASURERS'**

MAY 2004 – MAY 2006

FUNCTION/ACTION	ACTION NEEDED		
	HIGH PRIORITY (31 May 2004)	MEDIUM PRIORITY (31 May 2005)	LOW PRIORITY (31 May 2006)
<p><u>Cashiers</u></p> <p><u>Grants</u></p> <p><u>Housing and Council Tax Benefit</u></p>	<p>Appraise the Cashiers Counter Service communication facilities and environment, for its overall effectiveness in meeting the General Duty, and where appropriate make changes.</p>	<p>Provide appropriate facilities for customers requiring a translation and interpreting service. Review customer satisfaction survey ensuring inclusion of information relating to ethnicity issues.</p> <p>Continue to monitor the Grants Service and responses from various organizations to ensure the service is meeting the General Duty.</p> <p>It is expected that by the end of this period a complete refurbishment of the customer-counter area will have taken place. This will provide a modern, comfortable and more professional environment for customers to access information and deliver documentation. A customer satisfaction survey will be introduced, and the whole provision will be assessed to ensure the customer counter area meets the General Duty.</p>	<p>Review previous years' actions and assess their success. Identify any other ethnicity issues which may have arisen.</p> <p>Review previous years' actions and assess any need for change.</p> <p>Review previous years' actions and assess their success. Identify any other ethnicity issues which may have arisen.</p>

# **CHILDREN & FAMILIES**

Service: **CHILDREN AND FAMILIES**

MAY 2004 – MAY 2006

FUNCTION/ACTION	ACTION NEEDED		
	HIGH PRIORITY (31 May 2004)	MEDIUM PRIORITY (31 May 2005)	LOW PRIORITY (May 2006)
<u>Family Support</u>	Use new SWIFT system to more clearly identify ethnicity issues and use data more effectively to inform service planning for needs	Establish a training programme for staff to ensure collection of client details for ethnicity are effectively recorded	Publish a summary profile of current users every 6 months in bulletins, newsletters and on the intranet
	Improve access to interpreting and translation services (Laming recommendations)	Improve general accessibility to services for minority groups	Explore joint working and commissioning of interpreting services with Health
<u>Looked After Children</u>	Undertake an audit of staff that have been on anti-discriminatory practice training and identify outstanding training needs before next annual commissioning	Compare delivery across the division to identify examples of inclusive practice for sharing between teams and settings	Update and revise C&F Procedures Manual to reflect promotion of race equality issues across the division (and service)
<u>Listening to Children</u>	Establish a system to collate and report feedback from users into one place to make use of this information to match service provision to user communities	Use the new 'Three Cs' process to encourage comments, compliments and complaints from service users to improve services	Develop new approaches to consultation to meet the needs of minority ethnic groups
<u>Information and Service Improvement</u>	Use new Communications Officer post to review all published literature to improve accessibility for minority ethnic groups	Develop C&F display of positive images for service users from all communities	Work with other agencies on developing a shared approach to information
	Use the service recruitment and retention campaign to further attract applicants from the diverse community we serve	Ensure the recruitment advertising reflects our diverse community in its visual image	Ensure our selection processes are inclusive and reflect the needs of all communities





# **COMMITTEE & ADMINISTRATION**

Service: **COMMITTEE AND ADMINISTRATION**

MAY 2004 – MAY 2006

FUNCTION/ACTION	ACTION NEEDED		
	HIGH PRIORITY (31 May 2004)	MEDIUM PRIORITY (31 May 2005)	LOW PRIORITY (31 May 2006)
<u>Publishing information about the Council's decision-making processes.</u>	To continue to review public information materials to ensure that information is available and accessible to all who might need access to it, and that the information conforms to the General Duty.	As previous year – this is a process of continuous review and updating of the materials as required.	As previous year.

# **COMMUNITY CARE**

FUNCTION/ACTION	ACTION NEEDED		
	HIGH PRIORITY (31 May 2004)	MEDIUM PRIORITY (31 May 2005)	LOW PRIORITY (31 May 2006)
<u>Delivery of Services to Older Adults</u>	<p>Ensure staff have awareness of race equality issues- to be picked up through supervision and by attending the relevant training.</p> <p>Older Adults Commissioning Strategy to consider requirements of race equality legislation – including the General Duty and to be culturally sensitive.</p> <p>Ensure managers have awareness and training to manage staff from Black and minority ethnic communities.</p>	<p>Develop innovative approaches to recruit and retain staff from black and minority ethnic communities.</p> <p>Monitor the take-up of services by ethnicity.</p> <p>To improve where necessary the provision of interpretation services for clients.</p> <p>Ensure assessment recording and care packages are arranged in a culturally sensitive manner.</p>	
<u>Delivery of Services to Adults with Learning Disabilities</u>	<p>Implement a culturally sensitive commissioning strategy and ensure the Learning Disabilities Partnership Board monitors this.</p> <p>Review Valuing People Race Equality targets.</p>		

FUNCTION/ACTION	ACTION NEEDED		
	HIGH PRIORITY (31 May 2004)	MEDIUM PRIORITY (31 May 2005)	LOW PRIORITY (31 May 2006)
<u>Delivery of Services to Adults with Mental Health Needs</u>  <u>Delivery of Services to Younger Adults with Physical Disabilities/Sensory Impairment</u>	<p>Ensure staff have race equality training.</p> <p>Ensure managers have awareness and training to manage staff from BME communities.</p> <p>Ensure care package and service is culturally appropriate.</p> <p>Staff to have race equality training as part of their induction.</p> <p>Information about service to be provided in different languages.</p> <p>Ensure the provision of care package is culturally sensitive.</p> <p>Ensure managers have awareness and training to manage staff from BME groups.</p>	<p>Ensure availability of service information in different languages.</p> <p>Monitor the provision of assessments to minority groups.</p> <p>Ensure the implementation of the National Strategic Framework (NSF) for Mental Health is culturally sensitive.</p> <p>Monitor the provision of assessments to black and ethnic minority groups.</p> <p>Ensure Younger Adults Long-Term Condition paper meets the requirements of the General Duty.</p>	

FUNCTION/ACTION	ACTION NEEDED		
	HIGH PRIORITY (31 MAY 2004)	MEDIUM PRIORITY (31 MAY 2005)	LOW PRIORITY (31 May 2006)
<u>Management of Performance and Quality across the care groups</u>	<p>Increase BME representation on Carers Strategy Group.</p> <p>Ensure contract monitoring process incorporates review of policies and procedures of contract service providers and issues of race equality.</p> <p>Monitor the ethnicity of service users.</p> <p>Develop information leaflets on services provided, in relevant languages.</p> <p>Monitor the implementation of race equality provision for contracted services.</p>	<p>Develop a procurement strategy in line with the requirements of the General Duty.</p> <p>Continually improve data analysis to inform gaps in service delivery and recruitment and retention.</p> <p>Increase awareness of carers' services amongst BME groups.</p>	

# **CORPORATE PERFORMANCE OFFICE**

FUNCTION/ACTION	ACTION NEEDED		
	HIGH PRIORITY (31 May 2004)	MEDIUM PRIORITY (31 May 2005)	LOW PRIORITY (31 May 2006)
<u>Improvement Team - Best Value</u>	Ensure Best value reviews include compliance with RRAA.	Ensure Best value reviews include compliance with RRAA.	Ensure Best value reviews include compliance with RRAA.
<u>Improvement Team - Performance Management</u>	Ensure performance management of Corporate Plan through FirstStat includes RRAA compliance and promotion of race equality.	Ensure performance management of Corporate Plan through FirstStat includes RRAA compliance and promotion of race equality.	Ensure performance management of Corporate Plan through FirstStat includes RRAA compliance and promotion of race equality.
<u>Improvement Team (general)</u>	Improvement work in underperforming services (poor inspections) includes race equality issues.	Improvement work in underperforming services (poor inspections) includes equality issues.	Improvement work in underperforming services (poor inspections) includes race equality issues.



FUNCTION/ACTION	ACTION NEEDED		
	HIGH PRIORITY (31 May 2004)	MEDIUM PRIORITY (31 May 2005)	LOW PRIORITY (31 May 2006)
<u>Improvement Team (general) (continued)</u>	<p>Draft and implement community engagement and consultation strategy(ies) to improve understanding of the diverse needs of the borough. Ensure these are compliant with RRAA through assessing and consulting on likely impact of proposed policies and publishing results.</p> <p>Implement Learning and Development Plan for CPO, including attendance on relevant training re responsibilities of RRAA.</p> <p>Positive Action secondment scheme for Barnet staff to work in the CPO.</p>	<p>Implement community engagement and consultation strategy(ies).</p> <p>Implement Learning and Development Plan for CPO, including attendance on relevant training re responsibilities of RRAA.</p>	<p>Implement community engagement and consultation strategy(ies).</p> <p>Implement Learning and Development Plan for CPO, including attendance on relevant training re responsibilities of RRAA</p>

FUNCTION/ACTION	ACTION NEEDED		
	HIGH PRIORITY (31 May 2004)	MEDIUM PRIORITY (31 May 2005)	LOW PRIORITY (31 May 2006)
<u>Improvement Team (general) (continued)</u>	MAD 2 – focusing on customer care, PMPs, service priorities (to take account of RRAA General Duty).		
<u>Local Policy and Partnerships – Local Strategic Partnership</u>	Establish and strengthen role, including work with BME communities	Further develop LSP	Further develop LSP
<u>Local Policy and Partnerships - Civic Forum</u>	Establish new role, including work with BME communities. Take forward Celebrating Diversity Action Team bid to “Connecting Communities”		
<u>Local Policy and Partnerships (general)</u>	Cross cutting policy development and policy monitoring through committee clearance process (monitoring consistency with Corporate Plan priorities includes monitoring compliance with RRAA to check for any adverse impact on race equality).	Policy development and monitoring	Policy development and monitoring

FUNCTION/ACTION	ACTION NEEDED		
	HIGH PRIORITY (31 May 2004)	MEDIUM PRIORITY (31 May 2005)	LOW PRIORITY (31 May 2006)
	<p>Complete Community Plan (embracing all communities – RRAA General Duty).</p> <p>Use community engagement and consultation to understand the diverse needs of the borough.</p> <p>Showcase community cohesion Beacon award and work with the Equalities Team and other services and community partners on a dissemination programme.</p> <p>Embed the development of Implementing Electronic Government (IEG3) within the whole council, including ensuring access to services for BME communities.</p>	<p>Implement, monitor and review Community Plan (embracing all communities).</p> <p>Use community engagement and consultation to understand the diverse needs of the borough.</p>	<p>Implement, monitor and review Community Plan (embracing all communities).</p> <p>Use community engagement and consultation to understand the diverse needs of the borough.</p>

FUNCTION/ACTION	ACTION NEEDED		
	HIGH PRIORITY (31 May 2004)	MEDIUM PRIORITY (31 May 2005)	LOW PRIORITY (31 May 2006)
<u>Scrutiny</u>	Extend scrutiny role to widen community involvement in inquiries and ensure called-in decisions do not prevent compliance with the General RRAA Duty.  Supporting and actioning the work of the Human Resources and Equalities Scrutiny Committee	ongoing	ongoing
<u>Strategic Procurement</u>	Implementation of Procurement Strategy, Contract Procedure Rules and Code of Practice so contractors are compliant with the General Duty.		

**CUSTOMER CARE**

Service: **CUSTOMER CARE**

MAY 2004 – MAY 2006

FUNCTION/ACTION	ACTION NEEDED		
	HIGH PRIORITY (31 May 2004)	MEDIUM PRIORITY (31 May 2005)	LOW PRIORITY (31 May 2006)
<u>Action Point</u>  <u>Arts Service</u>			<p>Public Consultation exercise to test for awareness of the service, its comprehensiveness and accessibility to all sections of the community. To be reviewed pending Customer Care restructuring.</p> <p>Further public Consultation to ensure the service is catering for the arts needs of all sections of the community following restructuring and opening of the Arts Depot.</p>

FUNCTION/ACTION	ACTION NEEDED		
	HIGH PRIORITY (31 May 2004)	MEDIUM PRIORITY (31 May 2005)	LOW PRIORITY (31 May 2006)
<u>Bibliographic Services</u>  <u>Leisure Partnership/ Sports &amp; Health Development</u>	<p>Monitor black and minority ethnic community participation in sports and leisure initiatives and usage of sports and leisure facilities (IT reliant)</p> <p>Provide and target race equality training for frontline staff that is tailored to particular job needs</p> <p>Improve liaison and networking links with black and minority ethnic communities and organisations</p>	<p>Positive action programme to recruit and train more black and minority ethnic coaches and sessional staff</p>	<p>Investigate how to catalogue records in the most accessible format. A review of the future presentation of the catalogue is likely after restructuring.</p>

FUNCTION/ACTION	ACTION NEEDED		
	HIGH PRIORITY (31 May 2004)	MEDIUM PRIORITY (31 May 2005)	LOW PRIORITY (31 May 2006)
<u>Libraries</u>	<p>Further public consultation building on the model developed for the Chinese community. We are translating the joining leaflet into Farsi, Arabic and Japanese. We are selecting stock in line with the survey of the Chinese community carried out in 2002. We are investigating setting up coffee morning/ advice sessions at Grahame Park Library. We will be celebrating the Iranian New Year at Golders Green and North Finchley Libraries in March 2004, surveying the Farsi speaking community and targeting our stock and services in line with findings.</p>		



FUNCTION/ACTION	ACTION NEEDED		
	HIGH PRIORITY (31 May 2004)	MEDIUM PRIORITY (31 May 2005)	LOW PRIORITY (31 May 2006)
<u>Lifelong Learning</u>  <u>Mobile/ Housebound Service</u>  <u>Museums</u>	<p>Marketing Campaign linked to the development of the "People's Network" to raise awareness amongst all sections of the community to reach all new babies and their carers. Bookstart Plus aimed at families with children of 2 years old introduced in 2003.</p> <p>Promote service using the new Mobiles leaflet and the new Home Library Service leaflet including leaflet drops.</p>		<p>Public consultation exercise to test for awareness of the service, its comprehensiveness and accessibility to all sections of the community. Develop a marketing exercise linked to the findings of the consultation exercise. This will be linked to the review of Customer Care and the appointment of the Marketing Manager post when it is filled.</p>

FUNCTION/ACTION	ACTION NEEDED		
	HIGH PRIORITY (31 May 2004)	MEDIUM PRIORITY (31 May 2005)	LOW PRIORITY (31 May 2006)
<u>School Libraries Resources Service.</u>		Review and consult on how effective the service is on meeting the needs of black and ethnic minority pupils. Develop actions to respond to the results of this review; it is felt that the stock of SLRS reflects cultural diversity. It is proposed to consult Head Teachers and teachers in the summer term about their degree of satisfaction with the SLRS service and this will include a relevant question(s) on compliance with the RRAA.	

**EDUCATION**

Service: **EDUCATION**

MAY 2004 – MAY 2006

FUNCTION/ACTION	ACTION NEEDED		
	HIGH PRIORITY (31 May 2004)	MEDIUM PRIORITY (31 May 2005)	LOW PRIORITY (31 May 2006)
<p>The Education Service has a new structure effective from September 2003. The Service is organised into 4 Divisions: Planning, Access and Resources; Standards &amp; Effectiveness; Early Years, Family &amp; Play Standards &amp; Inclusion;</p> <p>The Service is currently working on a consolidated race equality action plan linking it to the Education Development Plan as well the Education Performance Management Plan. The revised race equality plan will be updated in this section.</p>			

FUNCTION/ACTION	ACTION NEEDED		
	HIGH PRIORITY (31 May 2004)	MEDIUM PRIORITY (31 May 2005)	LOW PRIORITY (31 May 2006)
<u>Youth Service</u>	<p>Ensure regular and consistent usage of new monitoring systems (see '03 update) and produce action plans based on results and informed by Youth equalities audit findings – aimed at increasing representation of</p> <p>a) under represented groups and b) identified target groups in areas of:</p> <ul style="list-style-type: none"> <li>• Oasis</li> <li>• Youth Centres</li> <li>• Summer Schemes (as applicable)</li> </ul> <p>And linked to relevant OFSTED recommendations</p> <p>Continue to develop and support Peer Support Workers in order to facilitate their work (around issues of racism and community relations) with young people in Burnt Oak</p>		

FUNCTION/ACTION	ACTION NEEDED		
	HIGH PRIORITY (31 May 2004)	MEDIUM PRIORITY (31 May 2005)	LOW PRIORITY (31 May 2006)
<u>Youth Service</u> (continued)	<p>Initial implementation of actions identified in Youth Equalities Action Plan (to be completed by end '03).</p> <p>Provide and target race equality training for frontline staff that is tailored to particular job needs and redevelop equalities training programme for all Youth staff.</p>		

# **ENVIRONMENTAL & NEIGHBOURHOOD SERVICES**

Service: **ENVIRONMENTAL AND NEIGHBOURHOOD SERVICES**

MAY 2004 – MAY 2006

FUNCTION/ACTION	ACTION NEEDED		
	HIGH PRIORITY (31 May 2004)	MEDIUM PRIORITY (31 May 2005)	LOW PRIORITY (31 May 2006)
<u>Environmental and Neighbourhood Services (general)</u>  <u>Pest Control and Ancillary Services</u>  <u>Food safety &amp; Standards Team</u>  <u>Street Enforcement Services</u>  <u>Health safety and Licensing Team</u>  <u>Environmental Health/Trading Standards</u>	<p>An action plan will be produced to ensure that all new service areas and staff receive equalities training and that all service areas are meeting all three aspects of the General Duty.</p> <p>All these areas are undertaking customer satisfaction/ access to service questionnaires, the results will be analysed for each area and actions developed as appropriate</p> <p>Links will be developed with community groups/businesses who use these regulatory services to develop working arrangements which meet the statutory functions the services</p>		



FUNCTION/ACTION	ACTION NEEDED		
	HIGH PRIORITY (31 May 2004)	MEDIUM PRIORITY (31 May 2005)	LOW PRIORITY (31 May 2006)
<u>Greenspaces</u>	<p>must provide in a way that is fair and equitable to those using the services</p> <p>Build on initial work to develop positive action programmes to increase black and minority ethnic involvement in greenspace initiatives (see '03 update).</p> <p>Continue to monitor black and minority ethnic community participation in greenspace initiatives and usage of greenspace sites.</p> <p>Provide and target race equality training for frontline staff that is tailored to particular job needs.</p> <p>Improve liaison and networking links with black and minority ethnic communities and organizations.</p>		

FUNCTION/ACTION	ACTION NEEDED		
	HIGH PRIORITY (31 May 2004)	MEDIUM PRIORITY (31 May 2005)	LOW PRIORITY (31 May 2006)
<u>Greenspaces</u> (continued)	Work with black and minority ethnic community groups to encourage use of green spaces for community events.		

# **HIGHWAYS AND DESIGN**

FUNCTION/ACTION	ACTION NEEDED		
	HIGH PRIORITY (31 May 2004)	MEDIUM PRIORITY (31 May 2005)	LOW PRIORITY (31 May 2006)
	<p>To set a rolling programme of diversity training for all staff following the Staff Restructure which is now nearing completion.</p>	<p>To review the existing communication facilities for residents whose first language is not English</p> <p>To develop staff/management forum post restructure to discuss race equality issues linked to corporate agenda</p> <p>To establish a monitoring process to ensure that procedures for parking enforcement, in particular at the point of issue of Penalty Charge Notices, processing of appeals and design and review of Control Parking Zones, are not being applied to the disadvantage of particular sections of the community.</p>	

# HOUSING

An Arms Length Management Organisation (ALMO) is being established to manage the Council's housing stock from 1 April 2004.

An inhouse, council housing service will retain responsibility for Housing, Needs and Resources (dealing with homelessness, temporary accommodation, and the Housing Waiting List); Housing Strategy and Policy; Housing Regeneration and Housing Association development.

The establishment of these two "new" services will necessitate, in 2004, to comply with the Council's Race Equality Scheme, a reassessment of Housing's functions and policies. Therefore the Housing actions listed here are not, as yet, listed against specific functions.

SERVICE: **HOUSING**

MAY 2004- MAY 2006

FUNCTION/ACTION	ACTION NEEDED		
	HIGH PRIORITY (31 May 2004)	MEDIUM PRIORITY (31 May 2005)	LOW PRIORITY (31May 2006)
	<p>Establish "Barnet Homes" BME housing strategy and action plan with clear actions and ownership by service managers</p> <p>Ensure equality and diversity awareness training is part of "Barnet Homes" development programme.</p> <p>Ensure race equality objectives are built into the business planning process.</p> <p>Ensure information about services and key documents are available and accessible to all including increasing the use of Language Line for basic fact finding and ensuring interpretation provision is in</p>	<p>Review Race Equality Scheme and develop dedicated "Barnet Homes" scheme</p> <p>Develop an over-arching "Barnet Homes" Equality and Diversity statement and action plan</p> <p>Develop workforce competency framework for diversity awareness and provide training to ensure staff achieve competence in working with and managing diversity</p>	

FUNCTION/ACTION	ACTION NEEDED		
	HIGH PRIORITY (31 May 2004)	MEDIUM PRIORITY (31 May 2005)	LOW PRIORITY (31May 2006)
	<p>place for full follow up interviews; providing equipment and information for the proper use of Language Line at reception areas and in interview rooms, and</p> <p>Introducing language based surgeries in Somali and Farsi in co-operation with community groups.</p> <p>Ensure clear processes and systems to enable ethnicity to be monitored with all customer contact/interaction</p> <ul style="list-style-type: none"> <li>- new tenants</li> <li>- repairs and housing management call centre</li> <li>- Neighbourhood Housing teams</li> <li>- Rents team</li> <li>- ASB team</li> <li>- Complaints</li> </ul>		

FUNCTION/ACTION	ACTION NEEDED		
	HIGH PRIORITY (31 May 2004)	MEDIUM PRIORITY (31 May 2005)	LOW PRIORITY (31May 2006)
	<p>Quarterly customer feedback reports to identify differential satisfaction levels/particular issues for BME and other groups</p> <p>Improve training of staff to encourage higher reporting of racial harassment cases</p> <p>Monitor ethnicity of all residents involved in Area Panels</p> <p>Work with local community groups to increase participation of under-represented groups in Area Panels etc.</p>		



# **HUMAN RESOURCES**

FUNCTION/POLICY	ACTION NEEDED (year ending)		
	HIGH PRIORITY (31 May 2004)	MEDIUM PRIORITY (31 May 2005)	LOW PRIORITY (31 May 2006)
<u>Employment Policy</u>	Work with Black Staff Support Group and Equalities Team to ensure that employment policies meet all three parts of the General Duty	<p>Review impact of improved Consultation process</p> <p>Produce brief and easy to understand Staff Leaflets to summarise employee rights and obligations on diversity and equality in employment.</p> <p>Audit of practices – put in place auditing processes of practical application on Fair employment / family friendly policies.</p>	<p>Review impact of improvements to:</p> <ul style="list-style-type: none"> <li>• Communication and Diversity policy</li> <li>• Application of Family friendly policies</li> </ul> <p>And update Action plans</p>
<u>Recruitment &amp; Retention</u>	Work with services on developing equalities targets and positive action initiatives to develop a workforce profile that more closely matches the population profile in respect of BME staff.	Each service to develop equal access service objectives	Review service delivery practices in the context of the impact & needs assessment for any adverse impact on race equality

FUNCTION/POLICY	ACTION NEEDED (year ending)		
	HIGH PRIORITY (31 May 2004)	MEDIUM PRIORITY (31 May 2005)	LOW PRIORITY (31 May 2006)
<u>Recruitment &amp; Retention</u>	<p>Workforce Monitoring – improve data collection and analysis and provide 6 monthly updates.</p> <p>Set up monitoring systems for specific duties under employment (i.e. applicants for jobs, promotion, training and staff leaving the council).</p>	<p>Workforce Monitoring - Set workforce improvement targets</p> <p>Monitor, analyse and report by racial groups on trends arising</p>	
<u>Training and Development</u>	<p>Work with service managers to identify opportunities for 'positive action' initiatives that support the employment &amp; development of designated groups.</p> <p>Develop data management system to provide effective monitoring mechanism relating to provision and uptake of Learning &amp; Development opportunities.</p>	<p>Review 'positive action' initiatives.</p> <p>Assess for differences between different racial groups in assessing training.</p>	

FUNCTION/POLICY	ACTION NEEDED (year ending)		
	HIGH PRIORITY (31 May 2004)	MEDIUM PRIORITY (31 May 2005)	LOW PRIORITY (31 May 2006)
<u>Training and Development</u> (continued)  <u>Pensions</u>  <u>Payroll</u>	<p>Ensure that the Leadership &amp; Management Development Programmes meet the General Duty.</p> <p>Develop a Payroll Manual to provide guidance assistance and advice to employees on how to complete Payroll documentation.</p>	<p>Provide service specific 'Impact Assessment' Workshops to ensure compliance with RRAA</p> <p>Develop workshops for managers to explore practical issues resulting from introduction of the Diversity Toolkit.</p> <p>Provide information on pensions in community languages upon request.</p>	<p>Review and assess impact of workshops</p>

FUNCTION/POLICY	ACTION NEEDED (year ending)		
	HIGH PRIORITY (31 May 2004)	MEDIUM PRIORITY (31 May 2005)	LOW PRIORITY (31 May 2006)
<u>Health &amp; Safety</u> - <u>Corporate (Health, Safety &amp; Welfare) Policy</u>  - <u>Health Promotion and Education</u>	Staff Health Promotions & Education to be monitored to ensure that the take-up reflects participation by black and minority ethnic staff.	Copies of Policy to be made available in community languages upon request.	

# **LAW & PROBITY**

FUNCTION/ACTION	ACTION NEEDED		
	HIGH PRIORITY (31 May 2004)	MEDIUM PRIORITY (31 May 2005)	LOW PRIORITY (31 May 2006)
<u>Whole Service</u>	Complete diversity training for all front line staff.		
<u>Client and Specialist Services</u>	<p>Electoral Registration and Registration of Births, Deaths and Marriages to pro-actively seek feedback from community groups and tailor / target services to meet any needs arising.</p> <p>Registrars to conduct a review of the match between the borough's population profile and the profile of civil ceremony users</p> <p>Registrars to commission and conduct a poster campaign to encourage all sections of the community to use their non statutory services.</p>		