

**LONDON BOROUGH OF ISLINGTON**

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# **Race Equality Scheme**

**Updated: January 2004**

***Championing equalities, celebrating diversity***

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**FOREWORD BY THE CHIEF EXECUTIVE**

This Race Equality Scheme has been, after extensive consultation, developed to demonstrate the Council's commitment to the welfare and improvement in the lives of all our residents and staff.

The successful implementation of the Scheme will enable the Council to deliver high quality services to all the people we are here to serve. We believe passionately that service excellence should be the experience of the many not just the few. Our Scheme therefore, will seek to address and redress any inequalities in our services and in particular, monitor the impact of our services upon all parts of the community.

Race equality should be a natural part of everything that the Council does both as a service provider and employer. Our staff are key to ensuring that this happens and that race equality is "mainstreamed", in other words, considered whenever we take forward policies, procedures and our day to day practices and delivery of services.

As with the Corporate Equalities Action Plan, the Council will seek the involvement of all stakeholders within the Borough in implementing this Scheme. I wish to and take this opportunity to recognise the enormous contribution of all sections of the community to the success and growth of the cosmopolitan and diverse nature of Islington. This I believe is at the heart of our strength and appeal.

In addition to eliminating discrimination on the basis of race, the council is committed to ensure every service user and staff member has equal access to our services, whatever their age, gender, faith, belief, disability, sexual orientation or religion. Discrimination of any kind is unacceptable to this council. The Scheme, now in its second year, compliments our Dignity for All policy, and is an integral element within our Corporate Equalities Action Plan, which provides the principal implementation tool for the Scheme and all our equality-related policies.

I applaud the commitment of our partners, service users and residents of the borough who will work with Council officers to ensure that the very worthy aims of this Scheme become a working reality.

**Helen Bailey**  
Chief Executive  
London Borough of Islington

## Section One: Introduction

This document sets out Islington Council's Race Equality Scheme in detail. It has been prepared as part of the Council's response to the general and specific duties arising from the Race Relations Act 1976 and (Amendment) Act 2000.

The overall aim of Islington's Race Equality Scheme is to build on and strengthen existing work in order to deliver a better and more accountable service to diverse local communities living in the borough. This new scheme has been developed to explicitly address each of the three duties set out by legislation but does this positively within a broader programme of policy renewal taking place in Islington.

The scheme has been co-ordinated by the Corporate Equalities Unit in consultation with the Corporate Equalities Steering Group (ESG) chaired by the Chief Executive, and attended by Chief Officers, the Head of HR, the Head of Corporate Equalities Unit and the Chair of Race Diversity Forum. The scheme describes how the Council intends to comply with the requirements of the Race Relations (Amendment) Act 2000 to:

- Meet the general duty of the Act
- Meet the specific duties of the Act
- Publish a Race Equality Scheme

It is the Council's intention that Race<sup>1</sup> forms a specific part of an inclusive Equality Action Plan covering a range of diversity issues. It is also important to remember that in equality terms people from different racial groups can potentially be subjected to more than one form of discrimination e.g. because of gender, belief, faith, sexuality or disability and ethnic and national origin. Islington Council intends to ensure that the Race Equality Scheme is about making services accessible, appropriate and effective for all communities, with a robust and effective monitoring system in place to ensure accountability, and a commitment to promoting racial equality in service delivery and employment. This will also take into consideration employment directives contained in the new Employment Equality Regulation (Religion, belief and sexuality). The regulations related to sexual orientation will be enforced on the 1<sup>st</sup> December 2003 and Regulations related to religion and belief will be enforced on the 2<sup>nd</sup> December 2003. Discrimination related to disability and age will be enforced by October 2004 and December 2006 respectively.

Islington's approach to complying with the new duty is part of a wider programme of improving the planning, organisation and delivery of services across the Council. It is based on a reappraisal and change in the way the Council responds to issues of race equality, particularly in light of the recommendations of the Cattle Report into Community Cohesion and the new Government white paper 'Strong Local Leadership + Quality Public Services'. Key features include; an emphasis on integrating new duties with mainstream business planning processes

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<sup>1</sup> Under the Race Relations Act 1976, 'racial grounds' means race, colour, nationality (including citizenship) and ethnic or national origin. Racial groups are defined under these grounds. For example, African Caribbeans, Gypsies, Indians, Irish, Pakistanis, Irish Travellers, Jews and Sikhs have been recognized as racial groups under the Race Relations Act. The term race will be used throughout the scheme to represent all that is encompassed in 1.

such as 'Best Value, clear lines of accountability to elected members and a solid platform for community engagement. Once in place, the scheme will ensure that local services are more effectively oriented towards their impact on different ethnic groups and communities living in the borough. It is important to understand that this is not an isolated task but a real commitment to continuous improvement of both organisational culture and the way the Council operates. The scheme will be a living process, which will constantly evolve along with increased understanding.

## 1.1 RACE RELATIONS (AMENDMENT) ACT 2000

Following the publication of the Stephen Lawrence Inquiry Report in 1999, the Home Secretary undertook to strengthen race relations legislation. The Race Relations (Amendment) Act 2000 came into effect on the 3<sup>rd</sup> December 2000 via a statutory Code of Practice, published by the Commission for Racial Equality. The Race Relations (Amendment) Act 2000 which came into force in April 2001 is the statutory response to the recommendation of the Stephen Lawrence Inquiry.

The basic aim of The Race Relations (Amendment) Act 2000 is to eliminate discrimination in public services and represents the legislative response to the Stephen Lawrence Inquiry Report definition of 'Institutional racism' which is described as:

*"The collective failure of an organisation to provide an appropriate and professional service to people because of their colour, culture or ethnic origin. It can be seen or detected in processes, attitudes and behaviour which amount to discrimination through unwitting prejudice, ignorance, thoughtlessness and racist stereotyping which disadvantage minority ethnic people."*

The act imposes a general duty on public authorities to have due regard to the:

- Elimination of unlawful racial discrimination,
- Promotion of equality of opportunity
- Promotion of good race relations.

These new duties translate into taking a positive and systematic approach to racial equality in all Council functions.

## 1.2 RACE EQUALITY SCHEMES: WHAT LOCAL AUTHORITIES ARE OBLIGED TO DO

Local authorities were obliged to prepare and publish a Race Equality Scheme by the 31<sup>st</sup> May 2002, which sets out how they plan to meet the general duty to promote race equality. The below specific duties were introduced to help public bodies to implement the general duty:

- Identify all the functions and policies that are relevant to race equality
- Conduct impact assessment and consultation with stakeholders
- Make arrangements for monitoring policies for any adverse impact on the promotion of race equality

- Make arrangements for publishing the results of assessments, consultations and monitoring to identify any adverse impact on race equality
- Make arrangements to show that the public have access to information and public services
- Make arrangements for training staff in connection with the general duty to promote race equality

### 1.2.1 DUTIES ON THE COUNCIL AS AN EMPLOYER

The Race Relations (Amendment) Act 2000 requires that all local authorities should have in place by 31 May 2002 arrangements for meeting its employment duties. This include:

- Collecting and monitoring information on staff including, staff in post, applications, receipt of training, grievances, disciplinary procedures and employees leaving the Council
- Analysing data to establish patterns of inequality
- Action to remove barriers and promote equality of opportunity
- Publishing results of monitoring each year

## 1.3 ISLINGTON COMMUNITY PROFILE

### Community Profile

Islington comprises of a diverse and culturally rich population of 175,797, with 110 community languages spoken across the borough. We summarise below the ethnicity breakdown of the population:

The diversity of different cultures has very much defined the character of the borough, as it has in modern London. Today, about a quarter (24.7%) of the population is defined as having a Black or Minority Ethnic background. Black Africans are gradually becoming the largest BME group in the borough (6%) with those of Black Caribbean descent accounting for 4.9%, and people with mixed heritage accounting for 4.1% of the population. The borough is also home to significant numbers of people from Bangladeshi (2.4%), Indian (1.6%), those of Chinese heritage (1.8%), including a significant (12.9%) proportion of people in ethnic groups classified as other white such as people with Irish, Greek, Cypriot and Turkish ancestry. The description of 'white European' disguises the fact that people in Islington have many different ethnic identities, of which the majority ethnic grouping in the borough is British White (56.8%). Race and ethnicity in Islington must be seen in the context of bigger changes taking place in society. Here, there is a recognition that people do not belong to tight homogenous ethnic communities but that individuals, communities, identities and experiences overlap.

| POPULATION OF PEOPLE IN ETHNIC GROUPS                          | TOTAL   | %    |
|--|---------|------|
| All people   | 175,797 | 100  |
| People in ethnic groups: All Ethnic                            | 43,333  | 24.7 |
| People in ethnic groups: All White                             | 132,464 | 75.4 |
| People in ethnic groups: White British                         | 99,784  | 56.8 |
| People in ethnic groups: White Irish                           | 10,057  | 5.7  |
| People in ethnic groups: White – other white                   | 22,623  | 12.9 |
| People in ethnic groups: Mixed                                 | 7,234   | 4.1  |
| People in ethnic groups: Mixed – White and Black Caribbean     | 2,329   | 1.3  |
| People in ethnic groups: Mixed – White and Black African       | 1,241   | 0.7  |
| People in ethnic groups: Mixed – White and Asian               | 1,543   | 0.9  |
| People in ethnic groups: Mixed – Other Mixed                   | 2,121   | 1.2  |
| People in ethnic groups: Asian or Asian British                | 9,484   | 5.4  |
| People in ethnic groups: Asian or Asian British: Indian        | 2,851   | 1.6  |
| People in ethnic groups: Asian or Asian British: Pakistani     | 912     | 0.5  |
| People in ethnic groups: Asian or Asian British: Bangladeshi   | 4,229   | 2.4  |
| People in ethnic groups: Asian or Asian British: Other Asian   | 1,492   | 0.9  |
| People in ethnic groups: Black or Black British                | 20,856  | 11.9 |
| People in ethnic groups: Black or Black British Caribbean      | 8,550   | 4.9  |
| People in ethnic groups: Black or Black British: African       | 10,500  | 6.0  |
| People in ethnic groups: Black or Black British: Other Black   | 1,806   | 1.0  |
| People in ethnic groups: Chinese or other ethnic group         | 5,759   | 3.3  |
| People in ethnic groups: Chinese or other ethnic group         | 3,074   | 1.8  |
| People in ethnic groups: Chinese or other ethnic group: others | 2,685   | 1.5  |

*Summary of KS06 table of Ethnic groups. (2001 census statistics)*

### Workforce Profile:

The Council's workforce comprises (as at 27<sup>th</sup> May 2003) of approximately 7,334 full-time equivalent staff. The following table describes breakdown of staff across all departments.

|                                      | TOTAL | MALE  | %    | FEMALE | %    | VISIBLE<br>MINORITY<br>ETHNIC | %    | MAJORITY<br>ETHNIC<br>(WHITE) | %     |
|--------------------------------------|-------|-------|------|--------|------|-------------------------------|------|-------------------------------|-------|
| Chief Officer<br>Grades<br>(PO7 & 8) | 131   | 82    | 62.6 | 49     | 37.4 | 16                            | 12%  | 109                           | 83    |
| Total<br>Permanent<br>staff only     | 3,292 | 1,349 | 41   | 1,943  | 59   | 1,149                         | 34.9 | 1,896                         | 57.6  |
| Total<br>permanent &<br>temp Staff   | 7,334 | 2,468 | 33.7 | 4,866  | 66.3 | 1,727                         | 23.5 | 4,241                         | 57.83 |

The Council employs a total of 3,292 permanent members of staff, not including 2,783 teachers employed by the Regeneration and Education Department and 1,260 casual and temporary staff. The above figures do not include those classified as unspecified ethnic groups. Specific detail on each ethnic group according to their grades can be found in the appropriate Council database.

## 1.4 CONTEXTS AND POLICY FRAMEWORK FOR PROMOTING RACE EQUALITY IN ISLINGTON

The Race equality Scheme will incorporate, support and build upon the Council's:

- Equality and Diversity policy 'Dignity For All'
- Corporate Plan – 'One Islington'
- Corporate Equality Action Plan
- Local Equality Action Plans

The development and implementation of the Race Equality Scheme will further assist the Council to achieve its corporate vision of 'One Islington' while focusing on the four key priorities of regeneration, sustainability, performance improvement and customer focus.

## 1.5 ISLINGTON'S EQUALITY AND DIVERSITY POLICY

Islington's Equality and Diversity Policy (Dignity for All) sets out the context for responding to the above issues. The equalities policy is summarised as follows:

" The Council believe that diversity benefits and adds value to the Council's business. We will not tolerate processes, attitudes and behaviour that amount to discrimination, including harassment, victimisation and bullying through prejudice, ignorance, thoughtlessness and stereotyping. We will demonstrate this commitment from top management and throughout the Council".

The Council adopted the Stephen Lawrence inquiry definition of institutional racism and applies this in its widest sense, extending it beyond racism, to all individuals when working to remove discrimination on any grounds. The Council will ensure that all:

- Staff experience fairness and equity of treatment in the workplace
- Customers receive fair and equal access to Council services
- Staff and customers are treated with dignity and respect

The Council is committed to ensuring that equality is part and parcel of everything it does, whether through Council officers or partners or contractors, to deliver its services.

### 1.5.1 OUR STRATEGIC AIMS

The Corporate Equalities Action Plan (CEAP) compliments the Dignity For All (equal opportunities) policy and is the strategic arm of the equalities agenda; designed to mainstream equalities into all activities, while involving managers, members, staff, service users and the wider communities of Islington. The CEAP seeks to address existing manifestations of discrimination and the potential of discrimination on the grounds of race, disability, gender, age, sexuality and faith/religion. Islington's performance on equalities will be measured against the Race Equality Standard for Local Government, which sets out a rigorous framework for measuring performance over five distinct levels.

Significant progress has been made to meet both Level 1 and Level 2. The leadership role for monitoring the promotion of race equality has been placed with the corporate Equalities Steering Group, which meets on a quarterly basis to review progress of the overall equalities agenda in the borough.

Our strategic aims can be summarised as follows:

- **To develop and promote strategies and programmes aimed at the creation of equality of opportunity and promotion of social inclusion.** This ethos is reflected in key corporate and departmental strategies. Islington's Community Neighbourhood Renewal Strategy, owned by the Islington Strategic Partnership of which the Council is a key member, comprises of six themes, one of which is "*a safer, more inclusive Islington*" where "*Islington will be a place where everyone can feel supported by each other and the local community and able to contribute towards the development of their local area*". The Community Strategy sets out the overall vision for the future of the borough.
- **To encourage the development of strategic partnerships to enable excluded groups to be involved and participate in strategic planning processes,** such as Islington Faith Communities Network which was established to address the issues of faith groups in the borough and to ensure they have a strong voice in strategic planning processes e.g. through the Islington Strategic Partnership.
- **To ensure effective community safety and prevention of disorder.** The Crime and Disorder reduction strategy, owned by the Islington Crime, Drugs and Youth Partnership, links closely to the Community Strategy in relation to crime priorities. It acknowledges the diversity of the borough and highlights the commitment to maintain and enhance local accountability and equity both in terms of how we address crimes and how we communicate with our communities.
- **To focus on improving the quality of life for all Islington's communities.** These priorities are included in the Community Neighbourhood Renewal Strategy. One of the vision statements for this is "*an increased sense of community, with improved private and public behaviour, greater integration of minority groups, greater recognition and tolerance of social diversity.*"
- **To develop strategies for raising educational achievements in the borough.** The CEA has developed three local strategies and an action plan to implement these. They are; i) improving the impact of school leadership on raising standards; ii) improving the impact on ICT on school effectiveness, and standards; iii) improving the arrangements to recruit, retain and maximise the potential of all staff who impact on pupil attainment.

## Section Two: Islington's Race Equality Scheme

This scheme is being developed to meet the requirements of the Race Relations (Amendment) Act 2000 but particularly to ensure that Islington Council continues to meet the needs of the diverse communities in the borough. A wide programme of work is already commissioned to meet objectives previously identified from consultation with communities and staff, published good practice examples and the Council's core commitment to equality. As a living document, this scheme is intended to continuously adapt to new developments and greater understanding of the organisational change and cultural transformation required for successful implementation of the scheme.

The EAP and departmental work programmes seek to ensure the mainstreaming of equalities into all Council's activities, and taking actions on equality and diversity with the aim of promoting and celebrating human differences and eliminate the occurrence of discrimination experienced by men, women and young people who live, work, learn and socialise in the area.

### 2.1 AIMS AND OBJECTIVES

The overall aim of Islington's Race Equality Scheme is to build on and strengthen existing work in order deliver a better and more accountable service to diverse local communities living in the borough. It has been developed to explicitly address each of the three duties set out in legislation but do this positively within a broader programme of policy renewal taking place in Islington.

| THE DUTY  | HOW THIS WILL BE COMPLIED WITH  |
|---|---|
| <b>Eliminate unlawful racial discrimination</b> | <ul style="list-style-type: none"> <li>• By carrying out assessments on all relevant services, functions and policies</li> <li>• Through the process of impact assessing on proposed policies</li> <li>• Through consulting people from different racial groups, including those who are sometimes overlooked</li> <li>• By systematically monitoring policies, services and functions for adverse impact</li> <li>• Through specific duties on the Council as an employer and through external service provision</li> <li>• Development of Dignity for All and implementation of the corporate Equalities Action Plan</li> </ul> |
| <b>Promote equality of opportunity</b>          | <ul style="list-style-type: none"> <li>• Through new standards of corporate policy development – EAP and effective communication up, down and across the organisation</li> <li>• By listening and working with stakeholders in the community and the views of local residents, external advisory groups, Race Diversity Forum and service users</li> <li>• Through training of staff on the scheme and by raising awareness of the specific needs of different communities</li> <li>• Through Positive Action Schemes</li> </ul>  |

|  |  |
|--|--|
| <b>Promote good race relations between people of different racial groups</b> | <ul style="list-style-type: none"> <li>• Through the implementation of the Council's Neighbourhood Renewal Strategy and the review of Islington's Community Plan</li> <li>• Through the implementation of the Corporate Plan - achieving a vision of 'One Islington'</li> <li>• By working closely with Islington's Local Strategic Partnership and organisations such as the Local Residents &amp; Community Reps, BME Women, LGBT and Disability Forums</li> <li>• Through the Area Committees</li> <li>• Through the Voluntary Sector Compact to improve partnership working, information sharing and priorities for ethnic minority communities</li> <li>• Through the equality staff groups, and the People Leadership Group</li> </ul> |
|--|--|

## 2.2 KEY FEATURES OF THE ISLINGTON'S RACE EQUALITY SCHEME

Islington's scheme is based on the performance guidelines of good local government and its application to the general duty to promote race equality. Key features include:

1. Screening relevant Council functions, policies and services against the general duty and then organising them into high, medium and low priorities in order to inform a three-year cycle of more detailed assessments
2. Developing the concept of an Equality Impact Assessment to be carried either within the Council's Best Value Review programme, as Policy Reviews or as Stand-alone Impact Assessments,
3. Introducing new corporate standards for developing new policies that will apply to Plans and Strategies, which the Council is responsible for. Through the Equalities Action Plan and the Local Equality Action Plan (LEAP).
4. Assessing and consulting on the likely impact on the promotion of race equality on Council's policies and consultation through a broad arrange of local agencies.
5. Introducing an integrated system for managing performance to ensure good quality information is linked to effective decision making via the Equality Steering Group.
6. Responding to duties for training staff by ensuring that people who are responsible for implementing the scheme can influence how this is best achieved.
7. Ensuring public access to services and information by a review of customer access across the Council
8. Publishing the results of all assessments, monitoring and consultation through a range of different media appropriate to target audience and purpose.
9. Meeting specific duties as an employer by building on best practice and using the 5 levels of the Corporate Equalities Standard as a process for continuous improvement.
10. Monitoring employment related aspects, publishing results and acting upon them by racial groups, position, length of time etc
11. Responding to duties to promote race equality in partnership work through the coordination of Islington's Local Strategic Partnership and the themed strategic or service delivery partnerships active in the borough.
12. Exercising responsibility in external service delivery in the wide variety of external contracts though application of corporate procurement standards recognised as best practice.

### **2.3 OUTCOMES AND CHANGE THAT THE SCHEME WILL LEAD TO**

The Race Equality Scheme is a strategic document and its implementation will be integral , along with the Corporate Plan and the vision for 'One Islington' will result in the following outcomes and changes:

- A clearer picture and process for identifying and addressing the most immediate concerns, issues and priorities for the Council in terms of race equality
- A more informed, open and systematic process for decision making across all Council functions
- A safer, more inclusive Islington where everyone can feel supported by each other and the local community are able to contribute towards the development of their local area
- Services which are better oriented and more effectively delivered to different communities
- A more reliable and faster way to identify when things are going wrong or when discrimination is taking place in order to put things right
- Greater confidence among all groups but particularly among minority ethnic communities

### **2.4 PUBLICATION OF IMMEDIATE PRIORITIES**

Implementation of the scheme will be ongoing and reviewed annually for its impact on Council's policies and functions on the employment practices, service delivery and leadership. Strong leadership is vital if the Council is to meet the new 'public duty'. Members will be fully briefed and arrangements for accountability for the Scheme formalised. Formalising the role of consultation structures such as the External Advisory Groups, Service users Consultation Groups and Staff Diversity Forums will also take place. All officers with responsibility for delivering different aspects of the scheme will be brought together to examine detail arrangements for taking the Scheme forward. The Corporate Equalities Steering Group will champion all changes and ensure that Local Equality Action Plans are monitored for their Equality Impact Assessments on different services and policies, making improvements to the strategies where necessary. In March 2004, the scheme will be reviewed to assess progress made and impact over the last year. The results will be published in an Annual Report and will inform priorities for the third year.

### **2.5 ACCOUNTABILITY AND RESPONSIBILITY FOR DELIVERY**

The Leader and Cabinet of the Council are ultimately accountable for meeting statutory obligations and the implementation of the Race Equality Scheme. The Chief Executive has overall responsibility for equalities at officer level within the Council. The Executive (Cabinet) will receive updates from the CEO setting out the progress of the overall equalities agenda through the Annual Policy Review of the scheme.

## 2.6 HOW WE WILL IMPLEMENT THE RACE EQUALITY SCHEME

In order to facilitate the mainstreaming of equalities objectives, each Council service is required to produce its own Departmental Equalities Action Plan (DEAP). These plans will coordinate departmental actions on equalities and establish departmental targets and actions in relation to the Corporate Equalities Action Plan, The Race Equality Scheme and the Equality Standard. The following table summarises the main milestones for meeting scheme objectives:

| OBJECTIVE   | MILESTONE   | TIMEFRAME                                     | RESPONSIBILITY   |
|---|---|---|--|
| Race Equality Scheme First Year Outcomes  | Equalities Unit to review RES and progress to date<br>Publication of Race Equality Scheme<br>Corporate Management Board/Executive briefing            | August 2003<br><br>June 04,05                 | <ul style="list-style-type: none"> <li>Chief Executive &amp; Equalities Steering Groups has overall responsibility for the implementation of the scheme</li> </ul>   |
| Identifying and assessment of functions relevant to race equality                             | Conduct Impact Assessment of Functions, Services and Polices across all departments based on the set targets in the LEAPS                             | Ongoing                                       | <ul style="list-style-type: none"> <li>ESG Coordinates</li> <li>Equalities Unit – Customer Focus Functions supports and controls quality</li> <li>Departments carry out impact assessments</li> </ul>        |
| Arrangements for assessing new policies   | Annual Policy Review  | March 03<br>March 04<br>March 05              | <ul style="list-style-type: none"> <li>Corporate Management Board coordinates</li> <li>Equalities Units supports and advise</li> <li>Departments carry out application of new standard &amp; LEAP</li> </ul> |
| Setting out the arrangements for consultation   | Local Strategic Partnership /Strategic External Advisory Groups, Voluntary Sector Compact and Community Plan consultation Plan<br>Consultation review | September 03<br><br>September 03              | <ul style="list-style-type: none"> <li>Equalities Unit</li> <li>Responsible for coordinating consultation</li> </ul>   |
| Arrangements for monitoring policies for any adverse impact on the promotion of race equality | RES performance Management system<br><br>Council ethnic monitoring System in place<br>Quarterly Monitoring Reports                                    | March 02<br><br>December 02<br><br>January 03 | <ul style="list-style-type: none"> <li>Corporate Strategy Division oversees</li> <li>Social Inclusion Division coordinates</li> <li>Departments collects and analyses data</li> </ul>                        |

|  |  |   |   |
|--|--|---|---|
| Arrangements for publishing the results of assessments, consultations and monitoring to identify adverse impact on race equality | Distribution of Islington's RES Annual Equalities Report   | August 03, 04, 04   | <ul style="list-style-type: none"> <li>Customer Focus – Communication &amp; Consultation</li> <li>Equalities Unit</li> <li>Prepares Annual equalities Report</li> </ul> |
| Setting out the arrangements for making sure the public have access to information and public services                           | Assessment Report of Customer Access<br>Implementation of the results  | October 03<br>Jan 03/Mar 04   | <ul style="list-style-type: none"> <li>Communications</li> </ul>  |
| Setting out the arrangements for training staff in connection with the general duty to promote race equality                     | To be carried out by line managers   | June 03<br>October 03   | <ul style="list-style-type: none"> <li>Corporate Human Resources coordinates</li> </ul>   |
| Duties on the Council as an employer   | Promote Equality Standard across Council<br>Monitoring taking place<br>Analysis monitoring data<br>HR Policy Reviews | June 02<br>/March 03-<br>June 03<br>Quarterly<br>February 03/April 04 | <ul style="list-style-type: none"> <li>Strategic Human Resources</li> <li>Departments implements and complies</li> </ul>  |

To ensure good progress is made in implementing the Race Equality Scheme, an assistant director level strategy group has been formed and representatives will ensure their respective departments progress their responsibilities under the scheme. The new Equality Standard for all local authorities (see paragraph 3.2) is intended to underpin implementation of the Race Relations (Amendment) Act 2000. The Council also has a working group, with representatives from each department taking this forward.

## 2.7 OUR RACE EQUALITY PERFORMANCE INDICATORS AND OBJECTIVES

The following table summarises the key performance indicators and achievements for the next two years:

|  |
|--|
| <ul style="list-style-type: none"> <li>Through the External Advisory Group, put in place a wider consultative mechanism, by end March 2003.</li> </ul>   |
| <ul style="list-style-type: none"> <li>Using feedback from the Race Diversity Forum to address race equality issues. This is ongoing.</li> </ul>   |
| <ul style="list-style-type: none"> <li>Ensuring the Council achieves at least level 1 of the Equality Standard for local government by April 2003 and level 2 by 2004.</li> </ul>                                      |
| <ul style="list-style-type: none"> <li>Extend positive action schemes as one means of tackling under-representation.</li> </ul>  |
| <ul style="list-style-type: none"> <li>Number of racial incidents (best value performance indicator)</li> </ul>  |
| <ul style="list-style-type: none"> <li>Number of racial incidents follow up action</li> </ul>  |
| <ul style="list-style-type: none"> <li>(Best value performance indicator)</li> </ul>   |
| <ul style="list-style-type: none"> <li>% of black and minority ethnic workforce compared with percentage of the economically active black and minority ethnic population (best value performance indicator)</li> </ul> |
| <ul style="list-style-type: none"> <li>% of top 5% of Council workforce earners from black and minority ethnic communities</li> </ul>  |
| <ul style="list-style-type: none"> <li>(Best value performance indicator)</li> </ul>   |
| <ul style="list-style-type: none"> <li>Ensuring all Council staff are equipped to encourage and value diversity by linking this with an equalities training module.</li> </ul>   |

## 2.8 HOW WE WILL REVIEW THE RACE EQUALITY SCHEME?

The scheme is a living document, which will be reviewed annually along with the Equality Action Plans and work programmes, in the light of progress made and completely revised every three years. The Council will:

- Ensure an ongoing consultation with both (staff) Race Diversity Forum and the Race Equality Advisory groups on implementing the Race Equality Scheme
- Review of employment issues on a six-monthly basis by the Equalities Steering Group
- Review service delivery quarterly by the External Advisory Groups and Service Users Consultation groups in corporate Equalities Steering Group
- Ensure annual reviews of Local Equalities Action Plans as part of the mainstreaming agenda in line with the performance indicators
- Review the Race Equality Scheme annually. Each year, it will be updated to provide plans for the forthcoming three years, providing an ongoing rolling three-year programme
- Report annually progress made against plans set out in the Race Equality Scheme. Starting from 2004, the annual report will be published on the Council's Internet site in July each year. A summary will also be published in the Council's residents' newsletter - "*Islington*" and announced via local media.

The Corporate Equalities Unit will provide assistance to all departments and help inform the change process from equalities and diversity perspectives. Overall responsibility for the review and implementation of the scheme is vested on the Corporate Management Board and led by the Chief Executive Officer.

### 2.8.1 LEADERSHIP AND SCRUTINY

The implementation of the RES and mainstreaming equalities requires strong leadership and scrutiny at the highest levels of the Council including the Executive, the Corporate Management board/Executive and the Equalities Steering Group. The Council has both internal and external scrutiny arrangements, which has enabled the Council to actively seek the involvement of the wider community and service users in establishing targets and monitoring the delivery of services.

## **Section Three: What the Council has been doing to tackle racial discrimination and promote race equality**

Following the Stephen Lawrence inquiry, the Council held a one-day conference in November 1999, attended by members of local community groups and the public. Each Council department then drew up an action plan to take forward issues identified.

### **3.1 COMMISSION FOR RACIAL EQUALITY (CRE) STANDARD**

The Council subsequently adopted the CRE Standard for local authorities. Any issues outstanding from its Stephen Lawrence action plans were incorporated into departmental action plans for taking forward the CRE standard. The aim of the Standard was to bring racial equality into the mainstream of local government, providing a tool with which to identify achievement and plan for improvement in local authority services in relation to service delivery and employment practices. In March 2002, the Council achieved level 3 of the CRE standard which is about using the results of ethnic monitoring and consultation to improve policy and service delivery. Work that the Council has been doing so far provides a sound basis for taking forward the RR (A) A 2000.

### **3.2 EQUALITY STANDARD**

In April 2002, a new Equality Standard for local authorities was introduced which replaced the CRE standard. The new standard covers three aspects of equality - race, gender and disability. The purpose of the Equality Standard is to enable local authorities to mainstream these aspects into Council policy and practice at all levels and provide a basis for tackling forms of institutional discrimination. The Council has taken a decision to anticipate forthcoming legislation covering sexuality, religion / belief and age by including these aspects in the implementation of the Equality Standard. Islington's Corporate Equalities Action has been developed to implement the Equality Standard and other equality-related policies.

The Council has formally adopted the Equality Standard and has already achieved Level 1. Significant progress will be made towards meeting Level 2 by April 2004. Level 1 is about having in place a comprehensive equality policy and planning process that contains a specific commitment to action and developing good practice in race, gender and disability equality. To do this, we will be starting with an audit of these areas of equality. Level 2 is concerned with impact assessments and consultation.

### **3.3 MAKING SURE EQUALITY FEATURES IN EVERYTHING WE DO**

The Council has in place comprehensive guidance to ensure equalities aspects are covered in all its best value reviews of services and all reports going to Council committees. New democratic arrangements are currently being put in place and the Council will be ensuring equalities aspects remain a strong feature of the revised reporting and decision-making process.

### 3.3.1 HARASSMENT POLICY

The Council will not tolerate harassment on any grounds. We have in place clear policy and procedures for tackling harassment and complaints in both the workplace and service delivery. The Council monitors closely the number and type of cases reported and follows up action taken. Information on racial cases, based on the person's perception when reporting the case, is used to inform the Council's performance indicators (see Section 2.7).

A borough-wide strategy for tackling racial harassment is being developed to ensure that effective multi-agency procedures are established to encourage greater reporting of racist incidents. The strategy, which builds on action taken so far to address harassment issues and hate crimes, will set out how borough agencies will work together to ensure racial harassment continues to be tackled robustly.

### 3.3.2 RACE DIVERSITY FORUM

The Race Diversity Forum is a Council-wide black and minority ethnic staff group with representatives from each department. The group meets about every two months. Its chair is also a member of the Council's Equalities Steering Group.

In addition to the Race Diversity Forum, staff in each Council department are being encouraged to set up a departmental black and minority ethnic group to ensure issues on the ground are brought to the attention of the Race Diversity Forum. Housing and Social Services already have black and minority ethnic staff groups in place.

### 3.3.3 POSITIVE ACTION SCHEMES

There are staff development training schemes throughout the Council, which are open to all staff. In addition, over the last year, the housing department has piloted a positive action scheme aimed at developing staff from groups currently under-represented in management grades e.g. black and minority ethnic staff, women and staff with disabilities. Housing management team worked closely with its black and minority ethnic staff group to plan and implement the scheme. It has proved to be a success to date and the Council will be extending it across other departments.

## 3.4 IMPROVING EQUALITIES INFORMATION

Having adopted the 2001 census categories, and adopted additional categories to reflect Islington's local communities, the Council has recently carried out an information gathering exercise aimed at establishing the make-up of all its employees and its overall workforce. This information is essential to enable the Council to identify and address under-representation issues.

### 3.4.1 COUNCIL EMPLOYMENT

A new "HR Pro" computer system has been introduced and will enable an accurate picture of employees to be maintained. Currently, 34.9% of the Council's employees are from black and minority ethnic communities.

### 3.4.2 SERVICE USERS

The number of Islington residents from black and minority ethnic communities was estimated, in 2001, to be about 24% of the borough's population of around 175,797 residents.<sup>2</sup> There are 84,229 males and 91,568 females in the borough. A total of 135,661 people are between the ages of 16 to 74 years old and with a significant proportion 43.6% (76,717) employed and economically active.

If the Council is to ensure fair access to services and to promote good relations between different racial groups, it is vital that we have a really reliable and in depth understanding of all communities including any hidden communities (e.g. those not covered by the census categories in the borough). The information on Islington's communities also needs to be kept up-to-date to ensure newly arrived and growing communities are recognised and people's needs established. As a result the Council has undertaken a community mapping exercise detailing activities within each communities and how best to consult, inform and enable them to participate in community development. The Islington Community Plan fully describes the actions likely to be taken to support these groups.

### 3.4.3 THE EXTERNAL ADVISORY GROUP (RACE EQUALITY)

The Council has recently formed a small advisory group made up, predominantly, of local residents from black and minority ethnic communities and community groups and local agencies. This group also includes the Council's Chief Executive, Leader of the Council, local Councillors and the Head of Equalities. The overall aim of the group is to help steer the Council's race equality agenda and positively promote race equality in Islington. The group is currently working with officers and advising the Council on how best to establish a wider consultative framework between Islington Council and the borough's black and minority ethnic communities to take forward race equality and diversity issues.

### 3.4.5 ISLINGTONS STRATEGIC PARTNERSHIP

The Islington Strategic Partnership is an accredited local strategic partnership formed in early 2002. The purpose of the partnership is to lead on action to improve the quality of life for all residents in Islington, particularly those in disadvantaged neighbourhoods. Membership is drawn from local public and private sectors, voluntary and community sectors, including the local voluntary sector black and minority ethnic network. Islington Council is a key member. Equalities is an explicit theme of the partnership's work reflected in its membership and structure.

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<sup>2</sup> These figures are published statistics from the 2001 census.

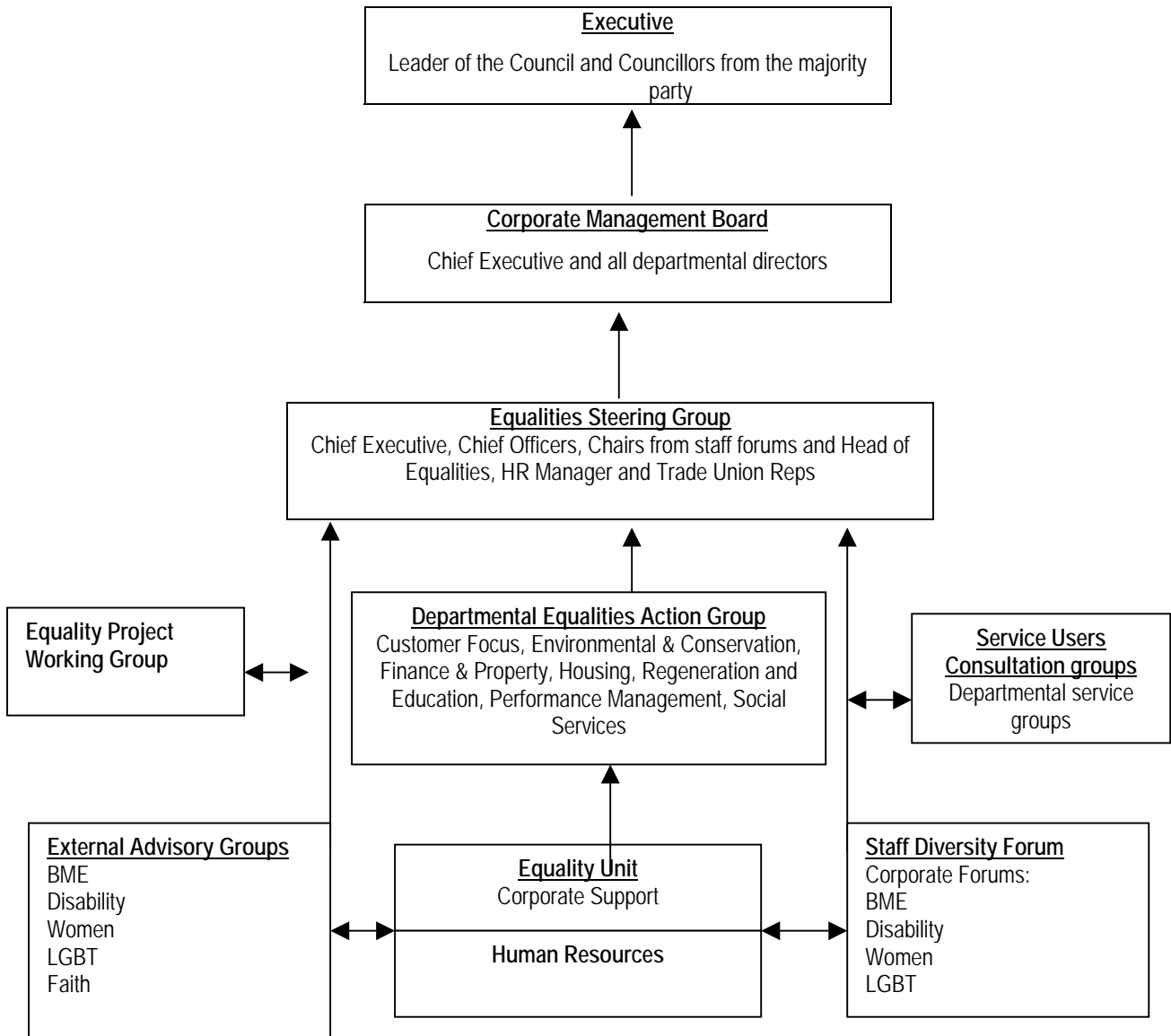
### **3.4.6 VOLUNTARY SECTOR COMPACT**

The Council has recently developed a Local Compact agreement with voluntary and community sector organisations in Islington. The agreement will provide a positive framework for improving partnership working; sharing information and working together better to provide high quality services for Islington residents. A priority area for attention is to ensure that the needs of minority ethnic communities are fully met and that minority community groups get an equal opportunity to deliver relevant services, for example where these are commissioned by the Council. The Compact will be subject to extensive consultation before being finalised by April 2003.

## Section Four: Organisational structure and decision making process

Diagram 1: ORGANISATIONAL STRUCTURE AND DECISION MAKING PROCESS

The following diagram describes the organisational structure and decision-making process in relation to race relations' policy development work at Islington Council.



The diagram in page 20 describes the Council's organisational structure and decision-making processes for the implementation of the Race Equality Scheme. Some decision-making processes are described below:

- **Chief Executive:** The Chief Executive is responsible for providing strategic direction and advice to the Council, for the day-to-day management of services and the longer term planning and allocation of resources.
- **Equalities Steering Group:** To ensure equalities issues are at the forefront of the Council's agenda, the Council has Equalities Steering Group. The group is chaired by the Chief Executive and is made up of 4 directors, the chair of the staff Race Diversity Forum, HR Manager, Head of Equalities and Trade Union Representatives. Key issues from the Equalities Steering Group are subsequently discussed and agreed at Corporate Management Board meetings.
- **Council decisions:** Under the new democratic arrangements, from May 2002, key decisions, such as those on policy and service delivery, will be made by an executive body (see flow chart above), led by the Leader of the Council and consisting of Councillors from the majority party. The executive will meet every three weeks. A list of forthcoming key decisions will be published and updated monthly, available on the Council's website and in hard copy at the town hall.
- **Corporate Equalities Unit:** The Council has a small equalities unit, which is responsible for driving equalities forward at a strategic level. It is the responsibility of each department and all the staff employed across the Council to ensure they adhere to the Council's equalities policy.
- **Human Resources:** The Human Resources function has equalities in employment as an integral part of its brief. They are responsible for the monitoring of policies and their impact on different groups and the development and review of employment policies and training activities relating to specific equalities initiatives.
- **Partnership Working:** Increasingly the Council delivers services through partnership arrangements through partners and contractors. The Council will ensure duties under the RR(A)A are cascaded to partners and contractors delivering services on behalf of the Council. The Council will also develop robust monitoring to ensure that its partners and contractors fulfil RR(A)A requirements. Negotiations with existing partners will be undertaken to seek to ensure RR(A)A requirements are fulfilled.
- **Schools:** Schools are included in the general duty and certain specific duties in the Race Relations (Amendment) Act to promote race equality. There are specific requirements for schools. They must prepare and publish a written statement of their policy for promoting race equality. They must also make arrangements to assess and monitor the impact of their policies on pupils, staff and parents of different ethnic groups, in particular on pupil attainment.

- Cambridge Education Associates are providing a programme of activities to support schools and governing bodies in meeting these requirements and to share learning and good practice.

## Section Five

### How we will meet our duties under the Scheme

The Code of Practice requires local authorities to (i) set out and prioritise in their Race Equality Scheme all policies that are relevant to the general duty to promote race equality, and (ii) assess these functions and policies at least every three years from May 2002. The aim of this is to ensure that all Council functions, policies and services have been effectively 'screened' against their relevance and importance to promoting race equality and that arrangements are in place to investigate their impact and performance.

In carrying out our functions, we will have due regard to: eliminating unfair racial discrimination and promoting equality of opportunity and good race relations between people of different racial groups.

#### THE COUNCIL'S FUNCTIONS AND POLICIES

- To meet the general duty, the Council has identified and assessed its functions and policies to check how relevant each is to each part of the general duty.
- A list of the Council's functions and policies is described below. Each item has been assessed and assigned to one of three categories – high, medium or low. Those assessed as high (H) are currently being reviewed in year 1 (please see progress table in section 9), medium (M) in year 2 (i.e. by 31 May 2004) and low (L) in year 3 (i.e. by 31 May 2005).

#### 5.1 PRIORITISED FUNCTIONS UNDER THE SCHEME

The criteria for meeting key functions and policies are described below as high, medium and low priorities. Prioritisation indicates the depth and scope of subsequent assessment. We will review this list annually by monitoring our policies and through consultation.

##### High Priority – Year 1 – by 31 May 2003

Those functions and policies that are relevant to all or part of the general duty and for which there is some or substantial evidence that different racial groups are (or could be) differently affected, or about which there is a public concern, should have the highest priority for mainstreaming race equality and be addressed in this year.

**(Please refer to the progress table in section 9)**

##### Medium Priority – Year 2 – by 31 May 2004

Those functions and policies that are relevant to part of the general duty, and for which there is little or some evidence that different racial groups are (or could be) differently affected, or about which there is a public concern, should have medium-term priority for mainstreaming race equality and should be addressed in the second year.

### Low Priority – Year 3 – by 31 May 2005

All other functions and policies should be scheduled for mainstreaming race equality in the third year. Some functions may have very limited relevance to the general duty, but should still be addressed and reconsidered every three years. This includes a range of support or back office functions which support other services or the running of the Council as a whole such as administrative services, housing, customer focus, finance and property services

The following table sets out our criteria for prioritisation.

| Priority | Criteria   | Characteristics  |
|----------|--|--|
| High     | <ul style="list-style-type: none"> <li>Evidence of negative outcomes on different racial groups</li> <li>Evidence of significant public concern on how different groups are treated or services delivered</li> <li>Evidence of concern on relationships between different ethnic groups</li> </ul> | <ul style="list-style-type: none"> <li>Front line/outward facing services which exercise considerable power/influence over different groups or individuals</li> <li>Strategic planning functions with direct impact on how services which have a race dimension are organised</li> </ul> |
| Medium   | <ul style="list-style-type: none"> <li>Some evidence that different racial groups could be treated differently</li> <li>Evidence of some public concern that groups treated differently</li> <li>Some evidence of poor race relations</li> </ul>   | <ul style="list-style-type: none"> <li>Front line services with day to day contact with residents but where there is less scope/evidence for or evidence of discriminatory outcomes</li> <li>Strategic functions which could influence how different groups are treated</li> </ul>       |
| Low      | <ul style="list-style-type: none"> <li>Little or no evidence that different groups could be discriminated against</li> </ul>   | <ul style="list-style-type: none"> <li>'Back-office' support functions which support other Council services</li> </ul>   |

We will be reviewing our policies and services; to ensure that race equality is mainstreamed, over a 3-year cycle as set out in this document. As we do so we will seek to co-ordinate reviews across departments and where it is possible to do so, this process will be linked to the Best Value review cycle.

#### 5.1.1 EQUALITIES IMPACT ASSESSMENT LIST 2004/05

| Policy/Function  | Lead Officer         | Date Completed |
|--|----------------------|----------------|
| <b>Housing</b>   | <b>Andy Jennings</b> |                |
| Equalities Strategies  |                      |                |
| Complaints Procedure   |                      |                |
| Tenant Participation (TMOs and TAs)                          |                      |                |
| Tenants Compact  |                      |                |
| Housing Strategy   |                      |                |
| Management of Services Charge                                |                      |                |
| Housing Aids Centre / Homelessness                           |                      |                |
| Rent restructuring policy – streamlining social housing rent |                      |                |
| Community centres management                                 |                      |                |
| Housing Strategy Network                                     |                      |                |
| Private Sector Housing Strategy                              |                      |                |

|   |                      |  |
|---|----------------------|--|
| Empty Property Strategy                   |                      |  |
| BV Reviews                                |                      |  |
| Business Planning                         |                      |  |
| PF12                                      |                      |  |
| ALMO Housing Service                      |                      |  |
| Property and Maintenance Briefs           |                      |  |
| Estate Services                           |                      |  |
| Repairs Service                           |                      |  |
| Energy advice / design                    |                      |  |
| Housing Benefit                           |                      |  |
| LA Social Housing Grant                   |                      |  |
| Nominations Council rehousing)            |                      |  |
| Affordable Housing                        |                      |  |
| Housing Repairs (Council)                 |                      |  |
| Anti Social Behaviour                     |                      |  |
| Vulnerable Tenants                        |                      |  |
| Allocations (including housing transfers) |                      |  |
| Induction and Probation                   |                      |  |
| Training and Development                  |                      |  |
| PASP                                      |                      |  |
| Data Bases & Data Protection              |                      |  |
| Aids and Adaptations Database             |                      |  |
| New Contracts                             |                      |  |
| <b>Environment and Conservation</b>       | <b>Kevin O'Leary</b> |  |
| Graffiti removal                          |                      |  |
| Community consultation                    |                      |  |
| Parking management                        |                      |  |
| Trading standards                         |                      |  |
| <b>Law &amp; Public Services</b>          | <b>Louise Round</b>  |  |
| Data Protection                           |                      |  |
| Social Services (Childcare cases)         |                      |  |
| Tribunal cases re. Race                   |                      |  |
| Debt                                      |                      |  |
| Contracts                                 |                      |  |
| Electoral registration                    |                      |  |
| Registration of Births                    |                      |  |
| <b>Human Resources (Corporate)</b>        | <b>Maria King</b>    |  |
| Equalities Training                       |                      |  |
| HR Equalities Project                     |                      |  |
| Staff profile – all grades                |                      |  |
| Grievances                                |                      |  |
| Take-up of training                       |                      |  |
| HR Strategy                               |                      |  |
| Disciplinaries                            |                      |  |
| Promotion                                 |                      |  |
| Dismissals                                |                      |  |
| Exit/leaving profile                      |                      |  |
| <b>Social Services</b>                    | <b>Paul Curran</b>   |  |

|   |                        |  |
|---|------------------------|--|
| Adoption services                                     |                        |  |
| Child Protection Plan                                 |                        |  |
| ACPC  |                        |  |
| Children looked after                                 |                        |  |
| Children's Strategic Plan                             |                        |  |
| Child placement                                       |                        |  |
| Quality Protects                                      |                        |  |
| Children's Fund Plan                                  |                        |  |
| Laming Report recommendations                         |                        |  |
| Sure Start (?)  |                        |  |
| Children with mental health issues                    |                        |  |
| Eligibility Criteria (Adults)                         |                        |  |
| Carers plan   |                        |  |
| Freedom Pass  |                        |  |
| Home Care   |                        |  |
| Services for people with learning disabilities        |                        |  |
| Physical Disabilities                                 |                        |  |
| Learning and Development                              |                        |  |
| Strategy and Commissioning                            |                        |  |
| Transport   |                        |  |
| Occupational Therapy                                  |                        |  |
| Residential and day care                              |                        |  |
| Older People and vulnerable people's services         |                        |  |
| Meals services  |                        |  |
| Sensory impairment services                           |                        |  |
| Mental Health services                                |                        |  |
| HIV/AIDS customer profile                             |                        |  |
| Respite Care/Respite Grants                           |                        |  |
| Service user survey results                           |                        |  |
| Welfare Rights  |                        |  |
| <b>Equalities Unit</b>                                | <b>Vernal Scott</b>    |  |
| Equalities Action Plan                                |                        |  |
| Dignity For All                                       |                        |  |
| Race Equality Scheme (RES)                            |                        |  |
| Management Guidance - Equality and Diversity          |                        |  |
| <b>CEA@Islington, R&amp;E</b>                         | <b>Mohammed Mehmet</b> |  |
| Management of Schools (governors)                     |                        |  |
| Recruitment of Head teachers and Deputy Head Teachers |                        |  |
| Code of Conduct on LEA – School Relations             |                        |  |
| Curriculum Development                                |                        |  |
| Monitoring of Community Schools                       |                        |  |
| Complaints  |                        |  |
| Special Education Needs (Assessments)                 |                        |  |
| School Organisation Committees                        |                        |  |
| School Organisation Plans                             |                        |  |
| Admissions Policy                                     |                        |  |
| Appeals   |                        |  |
| Medical and Dental Inspection of Pupils               |                        |  |

|  |                          |  |
|--|--------------------------|--|
| <b>Regeneration and Education</b>  | <b>Mohammed Mehmet</b>   |  |
| <b>Lifelong Learning (R&amp;E)</b>   |                          |  |
| Out of hours school learning   |                          |  |
| <b>Early Years (R&amp;E)</b>   |                          |  |
| Sure Start strategy  |                          |  |
| <b>Libraries (R&amp;E)</b>   |                          |  |
| Social inclusion strategy  |                          |  |
| <b>Strategy and Commissioning (R&amp;E)</b>                                |                          |  |
| Communications and consultation  |                          |  |
| <b>Young People's Service</b>  |                          |  |
| Play Services  |                          |  |
| <b>Finance and Property Services</b>                                       | <b>David Cruickshank</b> |  |
| Council Tax  |                          |  |
| Right To Buy applications  |                          |  |
| Business rates   |                          |  |
| Premises for community groups  |                          |  |
| <b>Performance Management</b>  | <b>Daniel Ratchford</b>  |  |
| Implementation of CRE Guidance on Procurement                              |                          |  |
| Contracted out service specifications, existing and new                    |                          |  |
| Tendering process across the organisation                                  |                          |  |
| Systems for monitoring performance, internal and external                  |                          |  |
| Accredited lists of potential providers                                    |                          |  |
| <b>Customer Focus</b>  | <b>Richard Hill</b>      |  |
| Communications strategy  |                          |  |
| Use of images and media sources  |                          |  |
| Hate Crimes Strategy (to be developed)                                     |                          |  |
| Islington Strategic Partnership/Community & Neighbourhood Renewal Strategy |                          |  |
| Policy development   |                          |  |
| E-Government   |                          |  |
| Customer Focus Standards   |                          |  |
| Islington Direct   |                          |  |
| Community Safety – BME   |                          |  |
| Complaints monitoring  |                          |  |
| Promotion of equalities  |                          |  |
| Promotion of harmonious relations/ community cohesion                      |                          |  |
| Community consultation   |                          |  |
| Drugs action plan  |                          |  |

**5.2 ISLINGTON'S APPROACH TO AUDIT AND PRIORITISATION OF FUNCTIONS, SERVICES AND POLICIES**

We carried out the auditing and prioritisation exercise by looking across each functional business unit at a departmental level, setting out existing evidence for each function. This included hard data, findings from research, consultation or inspections and linked this to the policies, which the function was responsible for. We then looked at each function against each of the three duties under the act<sup>3</sup> and gave each function a notional priority (high, medium, low) justifying this by looking back at the evidence we had collected. <sup>4</sup>

The following table sets out the kind of information that will be used to prioritise functions:

| KEY ISSUES                                      | DESCRIPTION OF OUTCOMES   |
|---|---|
| Hard Data                                       | Quantitative data from surveys, research or reviews that suggests that there is a negative impact on race or evidence of particular need - combined elements of discrimination including where BME communities, disabled and/or elderly people face specific barriers |
| Findings from reviews/ Consultation/inspections | Qualitative data from surveys, research or audits/inspections which suggests concerns from within local communities on the negative impacts on race of different policies or functions  |
| Policy Frameworks that functions are linked to  | The policies which functions are responsible for, particularly statutory duties which have a specific race dimension  |

Each department are required to develop an annual Local Equality Action Plan (LEAPS) as a way of ensuring the effective implementation of the identified priorities at local levels.

**5.3 HOW WE WILL ACCESS AND CONSULT ON THE LIKELY IMPACT OF CURRENT AND PROPOSED POLICIES ON THE PROMOTION OF RACE EQUALITY**

The Code of practice on the Duty to promote Race Equality requires local authorities to set out in their Race Equality Schemes their arrangements for consultation on the likely impact of policies. This is focused on those most likely to be affected by policies to ensure that policies can be implemented without cultural assumptions and that changes are reflected in the legal, social and political environment are reflected.

Islington Council will actively seek to develop and promote policies, which have a positive impact on race relations and equality. When making a decision to implement a proposed policy, in relation to either service delivery or employment, the Council will carry out an impact assessment to establish its relevance to the three parts of the general duty and identify whether there is any reason to believe people from some racial groups are being or could be adversely affected by the policy and, if so, which groups. A record of the impact assessment and consultation carried out will be included in the record of the decision on the policy.

<sup>3</sup> Elimination of discrimination, promotion of equal opportunities and promotion of race relations

<sup>4</sup> Set out in 'evidence base for Islington RES' accompanying this document'

### 5.3.1 ISLINGTONS APPROACH TO CONSULTATION

The Council will use a range of methods for consulting on its proposed policies including, for example:

- a) Staff meetings
- b) Focus groups
- c) Reference groups
- d) Citizen's juries
- e) Public scrutiny
- f) Questionnaires

Islington has recently reviewed the process of community consultation to ensure that there is an effective link between these different levels of consultation and active policy-making and service delivery. For the purposes of the Race Equality Scheme consultation will be focused towards the following:

- With stakeholders through Islington's Local Strategic Partnership and associated partnership and area committees. With groups of residents and communities of interest through the External Advisory Groups and Service Users Consultative Groups and the wider community via Residents Survey etc
- With staff through the Race Diversity Forum

The Council will seek to ensure that its consultation does not just concentrate on formal minority ethnic associations and community leaders. We will include some or all of the following in our consultation, depending upon the relevance and proportionate impact of the proposed policy:

- a) Groups new to the borough e.g. refugees and asylum seekers
- b) Established groups, targeting those not regularly involved in consultation
- c) Black and minority ethnic businesses
- d) Women
- e) Young people

### 5.3.2 LOCAL STRATEGIC PARTNERSHIP

Islington's Local Strategic Partnership brings together statutory, community and voluntary sector representatives to provide leadership on the big issues facing the borough such as crime, education, housing, transport and health. The partnership will have a central part to play in facilitating a collaborative approach around race equality objectives as well as having broader challenging and quality assurance roles. The purpose of the partnership is to lead on action to improve the quality of life for all residents in Islington, particularly those in disadvantaged neighbourhoods. The Local Strategic Partnership will be used as the principal mechanism for consultation on policy, against all aspects of the Race Equality Scheme. In this respect the group will be involved in shaping the terms of reference of Equality Impact Assessments as well as being providing feedback on the contents of assessments, proposals for implementation.

### 5.3.3 CONSULTATION WITH RESIDENTS AND COMMUNITIES OF INTEREST

The Council recognises the importance of consultation and will develop and utilise staff forums, user groups, external advisory groups and area committees to consult on the EAP, RES and the ES.

The Council will also be reviewing its own key corporate consultation mechanisms, such as the annual residents survey, to ensure that they are a suitable tool for hearing from minority ethnic communities and monitoring their views on the Council and its services. The establishment of the External Advisory Groups and Service Users Consultative Groups will enable the Council to gauge the impact of its policies on the various community groups and residents across a wider range of issues such as Disability, Gender, Religion/Belief, Race, and Sexuality.

Wherever possible, the consultation with minority ethnic communities will take place as part of the wider consultation with stakeholders on proposed decisions. This is in line with the Council's commitment to develop a strategic approach to consultation to ensure that all public consultation undertaken by the Council takes place in a properly planned and co-ordinated way, and to a consistently high standard.

The Council is keen to communicate with as many different community groups as possible, with the intention of engaging the views of the local people and allowing participants to use the forums for any of the following reasons:

- To advise the Council on how services can be developed or changed to meet the needs and aspirations of BME Communities, Women, Faith Groups, Disabled Groups, LGBT groups and young/older people
- To monitor the impact of Council decisions, services and programme on different community groups
- To promote a better understanding of the problems faced by Islington's diverse community groups in accessing services and to develop strategies of action to tackle them
- To promote greater participation and better partnership between the Council and Islington's diverse community groups

### 5.3.4 CONSULTATION WITH STAFF RACE DIVERSITY FORUM AND RACE EQUALITY ADVISORY GROUP

The Council will work closely with its (staff) Race Diversity Forum and Race Equality Advisory group to identify proposed policies most likely to impact on race equality and, as a consequence, the level and focus of consultation required. The Council will produce a consultation strategy and a set of standards for services, which will give guidelines on how to ensure that consultation is inclusive and hears from all relevant groups.

As with existing policies, new policies will be given a review date based on the initial assessment of their relevance to the general duty. The local Equalities Action Groups (EAG) will coordinate departmental actions on equalities and establish local equality action plans, targets and actions that directly relates to the RES, EAP and ES. In addition:

- The EAG will help to ensure consistency of approach across the Council departments and will be required to present the progress of their work to the corporate Equalities Steering Group (ESG) on an annual basis.
- The proposed People Leadership Group will play a useful role in monitoring the impact of the equalities agenda across staff grades.
- Departmental Management Team (DMT) meeting will be required to have equalities as a standard agenda item in order to provide regular feedback from the ESG and the local EAG's.

### 5.3.5 MARKET RESEARCH USED IN 'EQUALITY PROOFING' ASSESSING SPECIFIC POLICIES OR IN THE DESIGN OF MAINSTREAM SERVICES

The Council undertakes considerable consultation with local residents to ensure that services are tailored to local needs. The Council endorsed guidelines on external consultation and set out a common set of standards for undertaking this consultation based on:

- Requirement to use Census plus additional Islington ethnic origin coding on all questionnaires and surveys
- All consultation undertaken by external consultants on behalf of the Council must ensure that consultation with residents and stakeholders reflects the ethnic profile
- All consultation reports whether written internally or by consultants must report findings such that the views expressed by Black and Minority Ethnic communities are easily identifiable.

## 5.4 MONITORING AND REVIEWING FOR ANY ADVERSE IMPACT

Under the duty, the Council must set out the arrangements that have been made to monitor the impact of all relevant functions and policies. In order to meet the duty, the Codes of Practice require that this include the arrangements for reviewing policy where it can be demonstrated that this has adverse impacts on different racial groups.

### 5.4.1 ISLINGTON'S APPROACH TO MONITORING OF POLICIES AND FUNCTIONS

Islington's approach is based on developing an integrated system of managing Council performance against Race. The bottom line for the Council is for a continuous process of improvement of Council services based on good quality information linked to an effective cycle of decision-making, implementation and review.

New arrangements will become an integral part of the Council's Performance management regime, which over the last years has led to a robust framework for improving Council services. It is broadly based on the following:

- Direct lines of Accountability for Race Equality to the Council Leader and Cabinet
- Introduction of the Corporate Equality Action Plan and Local Equality Action Plans as part of the mainstreaming agenda

- Production of an Annual Policy Report of performance against Race Equality Scheme
- Using the Corporate Equalities Standard as a tool for managing overall performance on Race Equality within the Council
- Programme management of the Equality Impact Assessments
- Production of the Islington Corporate Plan 'One Islington'
- Overseeing compliance with the Race Relations Amendment Act in the Annual Business Planning Process
- Establishment of the Equalities Steering Group to facilitate bi-monthly discussions and reviews and impact of policies and functions
- Development and application of comprehensive system of ethnic monitoring
- The completion of a workforce profile to provide detailed analysis of the Islington workforce and HR audit programmes to establish compliance with the Council's human resource standards
- Establishment of the Employment Tribunal review Panel

As part of achieving its target to meet Level 3 of the CRE standards, the Council has developed a range of ethnic monitoring across both service delivery and employment. The Council will be reviewing these arrangements and subsequent results in the light of the initial impact assessment (see Appendix ----) and extending and improving monitoring wherever gaps or concerns are identified. Baseline monitoring information and subsequent results will be reviewed on an annual basis.

Table. Ethnic origin codes to be used in monitoring

| Ethnic Origin Codes   |  |
|---|--|
| <b>White</b><br>British<br>Irish<br>Turkish / Turkish Cypriot<br>Greek / Greek Cypriot<br>Kurdish<br>Any other white background | <b>Asian or Asian British</b><br>Indian<br>Pakistani<br>Bangladeshi<br>Any other Asian Background    |
| <b>Black or Black British</b><br>Caribbean<br>African<br>Any other Black background   | <b>Chinese or Other Ethnic Group</b><br>Chinese<br>Filipino<br>Vietnamese<br>Any other ethnic group. |
| <b>Mixed</b><br>White & Black Caribbean<br>White & Black African<br>White & Asian<br>Any other mixed background                 |  |

#### 5.4.2 ARRANGEMENTS FOR PUBLISHING RESULTS OF MONITORING, ASSESSMENT AND CONSULTATION REPORTS

Local authorities must set out their arrangements for publishing the results of any assessments, consultation and monitoring they do to identify adverse impacts on race equality.

Islington will use a range of media to communicate performance on different aspects of the scheme to different audiences. The key objective is to demonstrate progress in delivering the scheme and increasing public confidence across all racial groups. The main arrangements for publication include:

- The production of corporate Equality Action Plan and Departmental Action Plans
- The production of Annual Report - including departmental updates/progress on performance
- Results of Equality Impact Assessment made accessible to the communities
- The use of Council website and general media relation

Results of individual assessments and consultation on proposed policies in relation to both service delivery and employment will be available from departmental lead officers and a summary of results published annually as part of the Race Equality Scheme.

The Council's approach to meeting the duty is tied into its 'Customer Focus' programme, developed in response to an early cross cutting Best-Value review of Public Access. Customer Focus is currently producing a management development strategy and training programme to equip managers with the basic competencies to effectively manage a multi-racial and diverse organisation.

Meeting the expectations of new legislation will cut across all of the elements of the programme. In this respect, although the Council has arrangements in place for translation and signing as standard, these require a comprehensive review and there are considerable opportunities through this and other routes to improve access by different groups to Council services.

#### 5.4.3 ENSURING PUBLIC ACCESS TO INFORMATION AND SERVICES

The Council is committed to effective communication with all of its service users. We recognise that there are potential barriers, which may prevent some people being able to access information, and we will continue to ensure that information is available in a variety of ways to meet different needs.

All local authorities must set out their arrangements for making sure that the public have access to information and services they provide. There are two aspects of the duty. Local authorities must first set out (i) how they plan to make their information and services more accessible and (ii) consider how they can improve public access.

- Information on the services provided by the Council is available on the Council's website [www.islington.gov.uk](http://www.islington.gov.uk); in the residents' newsletter "Islington"; in the Council's annual performance plan and in a range of leaflets produced by different sections of the Council.
- The Council has recently produced a communications strategy, which sets out in more detail how it will ensure access to information by all communities. The communications strategy provides best practice guidelines on communication and consultation with residents and for producing information in different languages and in alternative formats.

- The Interpreting and Translation service is a support service to front line Council service providers. The aim of the service is to facilitate successful communication between the service provider and their non-English speaking/reading clients. It is accessible by Council officers and paid for by the individual departments and comprises a full-time co-ordinator who recruits, inducts and supports interpreters/translators. The co-ordinator also maintains a register of approximately 200 professional interpreter/translators, which is made available to all managers of front-line services and Members of the Council. Interpreters are booked directly by all officers and translations are organised by the co-ordinator. The service is based in the Social Services department but is a resource for the entire Council. A review of the Translation and Interpreting service and its impact on taking forward race equality is currently ongoing.
- The use of E-government and the Digital TV programme to communicate with local communities.

#### **5.4.3 MONITORING EMPLOYMENT RELATED ASPECTS, PUBLISHING RESULTS AND ACTING UPON THEM**

The Council will monitor, analyse and publish every year, as part of the Race Equality Scheme, by racial group, details of:

- Staff in post – type of work; grade; department
- Applicants for employment; promotion
- Applicants for training and that completed
- Grievances and results
- Disciplinary action including outcomes
- Performance appraisal
- Staff leaving the Council's employment and reasons for this.

The Council has just completed a survey of all its employees to find out their racial groups. To ensure this picture is kept up-to-date, the Council will invite all new staff employed to provide this detail on a voluntary basis. Where an individual has been invited to provide the information on a voluntary basis but, despite repeated reminders fails to do so, the Council will follow the advice recommended in the Commission for Racial Equality's Guide for local authorities, and explain to the individual concerned that their manager will be asked to estimate the individual's racial group. The Council gives an assurance that personal information will remain confidential under the Data Protection Act.

The Council's HRPro system will provide heads of department reports on the racial groups of their staff, on a quarterly basis. Managers in turn will use this information to address under-representation issues. Summary reports will also be sent to the Equalities Steering Group to monitor progress made.

#### **5.4.4 RESPONSIBILITY**

The Council's Customer Focus department will have general responsibility for co-ordination work around publication of the results of assessments and communication of the Council's performance on race equality to Islington's communities.

## 5.5 HOW WE WILL TRAIN OUR STAFF

Public authorities must set out their arrangements for training their staff in connection with the general duty to promote race equality as well as any specific duties.

### 5.5.1 ISLINGTON'S APPROACH TO TRAINING

Equalities is an important feature of the Council's corporate training programme. However this is being revised to take account of new duties. This covers both the need to develop training of staff responsible for implementing the scheme as well broader training/awareness of the duty to promote race equality within the organisation. The use of equality impact assessment will be central to the Council's review of services. All departments every year as part of the wider mainstreaming agenda will carry out impact assessments.

The Customer Focus Directorate will also be introducing a broad package of learning & development mechanisms to enable employees to undertake their personal responsibilities under the Race Equality Scheme. A range of media will be used for this including briefings, written reference materials, skills development, awareness training and sign posting to existing and relevant workshops. An important feature of this training, in line with the Council's new Social Inclusion function, will be an emphasis on increasing the knowledge base of all staff about different communities living in the borough.

- Training on equalities will be made available to all Members, chief officers and staff. Core HR will lead on developing appropriate programmes.
- All job specifications require understanding of, and commitment to the Council's equalities policy. This is part of the contractual obligations for Council employees. The Council has also given a commitment to ensure that performance appraisals now include equalities issues as a standard item.
- The Council will commence a staff training programme on equality and diversity in September 2003 as part of taking the scheme forward and ensuring that all staff are provided with full awareness training on the ethical and legal responsibilities as employees
- The Council will continue to ensure that race equality training is included in its induction training for new staff and equalities training modules for more experienced staff and managers.
- The Council will be arranging training and briefing sessions for the Race Equality External Advisory group and staff (Race Diversity Forum) to ensure that they are familiar with the requirements of the RR (A) A.
- The Council will also ensure that senior officers and Councillors across the Council have access to the RR (A)A training, including refresher training on equal opportunities.
- Customer Focus is currently developing a management development strategy and training programme. The main aim of the programme will be to change managerial behaviours to equalities and increased awareness and skills to manage people in a non-discriminatory manner.

- The Council will seek to utilise departmental methods such as mentoring schemes, secondments, shadowing and acting up opportunities for the benefit of staff from under-represented groups.

In addition, to make sure all staff across the Council have a good understanding of the key points from the RR (A) A 2000, the Council will be producing and distributing a short guide to be issued to all staff. The information from this guide will also be available on the Council's intranet and Internet sites. The Council will also ensure that key staff responsible for managing and introducing the Council's Race Equality Scheme receives training on the RR (A) A and their roles.

### 5.5.2 RESPONSIBILITY FOR DELIVERY

The following are the principal drivers behind the success of the scheme:

Elected Members  
 Chief Executive  
 Directors  
 Managers  
 Team Leaders  
 Trade Unions  
 Partner agencies  
 Human Resources  
 CEA@Islington

## Section Six: How the Council will meet its duties As An Employer and Education Authority

The Race Relations (Amendment) Act 2000 requires that all local authorities should have in place by 31 May 2002 arrangements for meeting employment duties under the Act including:

- Collecting and monitoring information on staff including, staff in post, applications, receipt of training, grievances, disciplinary procedures and employees leaving the Council
- Analysing of data to establish patterns of inequality
- Action to remove barriers and promote equality of opportunity
- Publishing results of monitoring each year

## **6.1 ISLINGTON'S APPROACH TO DUTIES AS AN EMPLOYER**

Islington employs 3,292 permanent members of staff (excluding teachers, temps etc.). Its workforce reflects the broad diversity of the local population; currently 34.9% of staff are from black & ethnic minority communities. Of the total number of staff only 173 people are classified, as having some form of disability and a slight majority of 1,943 are female members of staff. In recent times the Council's commitment to equal opportunities has underpinned how we develop and implement HR policy and practices. Last year's launch of the Equalities & Diversity policy 'Dignity for All' plan has increased the impetus to ensuring equality of opportunity and freedom from discrimination in employment. Each departments is involved in delivering local equality action plans, applicable to their service.

Public authorities are expected to use information to develop policy / processes that will lead to a multi ethnic workforce, which is representative of the population. Business units will be required to collate monitoring information about its workforce and the key HR activities set out in the CRE code of practice. Reports and analysis will be considered by departmental senior management teams and corporately and will be co-ordinated by the Council's Strategic HR function. Council wide monitoring data will be included in the Annual Report, informed to staff through the Council's website and provided to the Trade Unions. Monitoring data will help identify the need for corrective actions, through particular interventions (e.g. training) or changes / new policy.

## **6.2 USING THE EQUALITY STANDARD AS A FRAMEWORK FOR CONTINUOUS IMPROVEMENT**

The Council will undertake an annual review of core HR policy as part of its obligations under the Race Relations Amendment Act and to ensure the Council is meeting its broader employer obligations on equalities. The new Equality Standard for local government covering race, gender & disability will provide a framework for achieving this. The CRE, Disability Rights Commission, the Equal Opportunities Commission, the Employers Organisation and the Audit Commission have developed the Equality Standard jointly. This new standard has replaced the former CRE (Race Equality) Standard.

### **6.2.1 RESPONSIBILITY FOR DELIVERY**

Responsibility for coordination of duties as an employer will reside with the Council's core Human Resources function and Customer Focus.

## **6.3. DUTY AS AN EDUCATION AUTHORITY AND RELATIONSHIP TO SCHOOLS**

The general and specific duties placed on the Local Authority by the Act apply to the education authority in the same way as to other departments within the Council. There are also specific duties placed on schools.

Under the Race Relations Amendment Act Code of Practice the employment duty to monitor staff on a range of issues by reference to their racial group falls on the Local Authority. This duty applies to school based staff even where the school is the employer, for example, in the case of a Voluntary Aided school. The Code outlines that the school will need to supply the LEA with appropriate employment data, but this is not a legal requirement.

### 6.3.1 ISLINGTON'S APPROACH

Islington's Race Equality Scheme sets out how the Council as an Education Authority will meet its obligations under the act. Although the Council does not have legal responsibility for ensuring compliance by schools, the Council will aim to ensure compliance with the scheme by schools in the borough. There are two reasons for this: (i) the primary importance of education in terms of race demonstrated within the Audit and Prioritisation of functions, services and policies, and (ii) the complex relationship between schools and the Council as a Local Education Authority.

The Council education programmes are delivered via the Cambridge Education Associate [CEA@Islington](mailto:CEA@Islington) under the Regeneration and Education Department. All services for schools provided by the LEA were transferred to this organisation. The appointment of CEA constitute a development of a public/private partnership which will enable the Council to combine new and old methods and ideas, integrating a range of concepts and objectives that together would represent a powerful means of transforming the performance of the service. It would also create a platform for continuous improvement and attainment. The Council, CEA and the schools work with many other partners to deliver education services in the borough.

In addition to the five national EDP (Education Development Plan) priorities on raising educational achievement, [CEA@Islington](mailto:CEA@Islington) has developed three local priorities and an action plan to implement these. The three local priorities are:

- Improving the impact of school leadership on raising standards
- Improving the impact on ICT on school effectiveness, and standards
- Improving the arrangements to recruit, retain and maximise the potential of all staff that impact on pupil attainment.

There are also requirements to achieve specific targets related to pupils from minority ethnic groups in the Plans and Strategies of the department, in particular the Education Development Plan and the Ethnic Minority Achievement Plan. The Council will ensure compliance with the Scheme on the part of its contractor through the usual contract monitoring mechanisms and partnership arrangements. CEA has been involved with all stages of the development of the Council's Race Equality Scheme and is committed to assisting the Council to complying with the Act. In addition to its role in complying with the specific duties for the Race Equality scheme, the education service is also responsible for guiding, assisting and co-ordinating schools' compliance with the Act. A Local Equality Action Plan has been developed and will be utilised to monitor progress on an annual basis via the Equalities Steering Group.

The CEA has completed a number of Impact assessments on the following:

- Behaviour improvement programme
- Reducing black exclusion
- Changes in career structure, pay, terms and conditions of teaching assistants
- Education Development Plan setting out LEA's standards of education for children

### 6.3.2 THE DUTIES PLACED ON SCHOOLS INCLUDE:

- i. Prepare a written statement of its policy for promoting race equality

- ii. Have in place arrangements for meeting these duties, as soon as is reasonably practicable.

This includes

- Maintaining a copy of the statement
- Fulfil those duties in accordance with such arrangement
- Assessing the impact of its policies, including its race equality policy, on pupils, staff and parents of different racial groups including, in particular, their impact on attainment levels of such pupils, and
- Monitor, by reference to their impact on such pupils, staff and parents, the operation of such policies including, in particular, their impact on the attainment of such pupils.

### 6.3.3 RESPONSIBILITY FOR DELIVERY

The responsibility for the Race Equality rests with the Local Authority, but CEA has a contractual responsibility for ensuring compliance within those areas of the Local Education Authority covered by the Act.

## 6.4 HOW THE SCHEME RELATES TO OTHER STRATEGIES AND EXTERNAL PARTNERSHIPS

The duty states that local authorities should take account of the general duty to promote race equality when they work with other public, private or voluntary organisations. In practice this means that they will need to be satisfied that arrangements for planning and managing joint work meet statutory duties.

### 6.4.1 THE GENERAL DUTY WITHIN PARTNERSHIP STRUCTURES

There is a complex web of strategic, themed and delivery partnerships active in the borough, which the Council play a lead or active role in. These cover a vast number of areas such as crime, regeneration, education and lifelong learning, housing, environment and health. These partnerships are brought together by a number of agencies and Local Strategic Partnership which is made up of the statutory sector such as the Council and the Police, Voluntary Sector and Community Organisations. Responsibility for ensuring that the activities of these partnerships fully take account of the duty to promote race equality will happen as follows:

- **Through the Councils Customer Focus - Social Inclusion** function which will have broad responsibility for overseeing compliance in its capacity of supporting partnerships
- **Through Race Equality Impact Assessments** via the 3 year assessment programme of individual services, functions and policies.

This Equality Scheme will develop our 'Dignity For All' policy incorporating the principal elements of the Race Relations (Amendment) Act. Islington's Equality Action Plan (EAP) therefore will incorporate and build upon the Race Equality Scheme and the Equality Standards in taking forward the Council's stated commitment to equality set out in the Dignity for All Policy and compliment the Best Value Performance Programme.

The scheme links to those of our partners to ensure that we are aiming for common goals in delivering fair and equal services to our communities.

## 6.4.2 RESPONSIBILITY FOR DELIVERY

Responsibility for co-ordination of partnership structures will be with the Council's Customer Focus department. Business Unit managers who have direct interface with the partnerships will be responsible for ensuring compliance with the duty in assessments of services, functions and policies. The corporate Equalities Unit will provide essential resource in informing the development of greater diversity and supporting the operational mechanisms in place.

## 6.5 EXERCISING DUTIES THROUGH EXTERNAL SERVICE PROVISION

The duty states that when a local authority has an external contract with a private company or voluntary organisation to carry out its functions, it has responsibility for ensuring that the general and specific duties are met.

### 6.5.1 EXTERNAL SERVICE PROVISION

The Council has let many contracts for the provision of services to its community. These vary widely in range: social and economic research, street cleansing, refuse collection, personal home care, housing services, education-related services, youth services such as after-school clubs, etc. The service providers range from large multi-national companies, to small, local, voluntary organisations. It is important to note that the Council has a responsibility to ensure that all outsourced services comply with its general duty to promote equality.

When appointing contractors, the Council has always considered a provider's attitude and approach to equal opportunities. Under earlier legislation (Local Government Act 1988) the Council was limited by law as to the questions, which could be asked of potential providers. To the replies it applied a systematic analysis developed by a group of local authorities to ensure compliance with equal opportunities. With the repeal of sections of the 1988 Act in March 2001, and the passing of the RR (A) A 2000 the Council needs to review the standard list of questions to be asked of potential providers in order to meet their duties under the Act. As part of the mainstreaming agenda, the Council is taking forward some measures to ensure equality in service provision through the Equality Action Groups (EAG). The procurement/contracting process is executed taking into account race and diversity issues. All existing and potential contractors are required to demonstrate their commitment to treat all sections of the community fairly and without prejudice (discrimination).

### 6.5.2 STANDARD CLAUSES TO ENSURE COMPLIANCE

The Council's standard clause on equalities required the service provider to ensure that it did not discriminate in service provision. It changed its standard contract clauses on equalities, in accordance with model clauses issued by the CRE in February 2002. Therefore, all new contracts will take into account the Council's responsibilities under the legislation and require the service provider to facilitate equalities impact assessments.

All services are subjected to a 'Best Value Review' on a rolling programme, including those that are outsourced. As a result all services will be subjected to an Equalities Assessment at some time, whether or not an external provider provides them. The Council's Commissioning Code of Practice gives guidance to staff specifying services, including ensuring that equality of service provision is considered as part of the process of specifying the service.

### 6.5.3 ACCESS TO COUNCIL CONTRACTS BY BME CONTRACTORS

Ensuring that BME businesses have access to Council contracts is an important priority for the Council. During the last year (2001) The Council commissioned Civic Regeneration on a major project funded by its Neighbourhood Renewal budget to explore the opportunities and barriers that existed for Black and Ethnic Minority business to access Council services. All Council departments are required to keep a record of impact assessments carried out during the year regarding new and existing functions (services and policies) in the context of its impact on the black and minority ethnic groups and other disadvantaged groups wherever possible.

The Council's Customer Focus Unit will be responsible for leading this agenda and supported by the Corporate Equalities Unit.

## **Section Seven: How we will deal with Complaints**

All local authorities are required to have a comprehensive complaints and grievance procedures for meeting its obligations under the Race Relations Amendment Act 2000.

### **7.1.1 COMPLAINTS ABOUT RACE EQUALITY SCHEME**

There are many occasions when either members of the public or members of staff do not feel that the Council is meeting its obligations under the Race Relations (Amendment) Act 2000 general and specific duties.

If a member of the public, or staff, feels that the Council is not fulfilling its statutory obligations under the Race Relations (Amendment) Act, or the Race Equality Scheme itself, they should write to the Head of Equalities, who will acknowledge their complaint within three working days of receiving it. A full written reply will normally be sent within 10 working days.

### 7.1.2 COMPLAINTS ABOUT SERVICES

If anyone is unhappy about a particular service or wants to make a suggestion, they should raise it first with the relevant local office or departmental staff. They will do their best to try and sort out the problem as soon as they can. Sometimes it may not be possible to solve problems immediately but we will let the complainant know how long it is expected to take.

If the complainant doesn't know who the right person to contact is, they should ask a member of staff or a departmental complaints officer. There is a full list of departmental complaints officers in the leaflet "*How to comment or complain about a Council service*". These are available at all Council outlets. One can be obtained by phoning 020 7527 3007.

The director of Customer Focus is responsible for the overall management of the Race Equality Scheme. The director will be supported by the Council's Head of Equalities who can be contacted at:

Equalities Unit,  
Room G03,  
Town Hall,  
Upper Street,  
London N1 2UD

Telephone :020 7527 3330/3241

Achieving the 'One Islington' vision means that all parts of the Council and in time, the whole of the public sector in Islington, will take responsibility for queries, complaints and questions from members of the public.

## Section Eight: Islington's Policy Renewal Programme and its Approach to Assessing Prioritised Functions, Policies and Services

Local Authorities have to set out their arrangements for ensuring policies and practices are properly assessed in terms of how they will impact on different groups. The Council's approach is part of a wider programme of policy renewal. This is based on firstly ensuring that it has effective ways to enable priority setting and secondly that strategies, plans and policies are delivering outcomes against these priorities. This programme of renewal has been developed to explicitly take account of new responsibilities under the Race Relations Amendment Act.

### 8.1 EQUALITY IMPACT ASSESSMENTS

The Council has adopted the concept of an Equality Impact Assessment as a practical but effective way of carrying out assessments. The 'Improving Islington' programme will challenge our politicians, directors, managers and staff to demonstrate their personal commitment to cultural diversity of which discrimination is a key element. In line with the Council's Equality and Diversity strategy 'Dignity for All' and new duties of the Governments Best Value performance

management regime, it will extend beyond race to include assessment of gender, disability, age and sexual orientation.

### 8.1.1 THE OBJECTIVES OF USING EQUALITY IMPACT ASSESSMENT (EQIA)

Equality Impact Assessments will be used for more informed and rigorous decision-making and will help the Council get a full picture of equality issues. They will be used as a practical way of establishing whether a policy or proposed policy has a differential effect on different racial (and other) groups and how these must be changed. An important feature of Islington's approach is a focus on translating what needs to change into tangible plans of actions backed up by performance indicators and performance monitoring. Assessments will therefore help to:

- (i) Achieve better service provision generally
- (ii) Identify actual and potential inequalities
- (iii) Respond appropriately to these inequalities

### 8.1.2 KEY STAGES OF AN ASSESSMENT

Equality Impact Assessments will be made up of 4 key stages. These go towards ensuring that adverse impact are identified and area responded to in changes of policy or in the way that a service is delivered. The stages are:

- **Scoping** - sets out the boundaries for the appraisal of the assessment, agreeing the way in which the appraisal will be managed, allocating responsibility for decision making; and agreeing how to monitor and evaluate the assessment process.
- **Appraisal of equality impacts** - key activities include setting out the aims of the policy, function or service and intended outcomes; identifying and reporting on the potential impacts on different groups based on available/new data; consultation with stakeholders; setting out options to mitigate this impact and making recommendations on how these impacts should be managed.
- **Decision making** - setting out the details and justification for the acceptance/rejection of recommendations made or on the agreement to an option which is more favourable to equality of opportunity, developing and agreeing on the plan of action and Performance indicators for implementing changes,
- **Monitoring and evaluation** - monitoring the implementation of the recommendation arising from the assessment and monitoring impacts of the policy on different groups as a result of implementing the policy,

### 8.1.3 LEVELS OF ASSESSMENT

Equality Assessments are based on three levels of assessments. Comprehensive for functions prioritised as high, Intermediate and rapid for medium and low priorities. These three levels determine when the assessment will take place over the next three years, the depth and scope of this assessment and extent of community consultation. The reason for adopting this approach is to make sure that time, energy and resources are properly focused on the most important priorities to address racial inequality.

The following table brief summarise the levels of assessment:

| PRIORITY | TYPE OF ASSESSMENT | CHARACTERISTICS   |
|----------|--------------------|---|
| High     | Comprehensive      | In-depth review and analysis of data, consultation with community stakeholders, publishing of results of assessment - linked to business planning process and corporate EAP         |
| Medium   | Intermediate       | Less intensive review, targeted consultation, results of assessment made available, - linked to business planning and departmental review process                                   |
| Low      | Rapid              | Light touch review of available data to ensure no adverse impacts, limited consultation, publication within annual report - within business planning if adverse impact demonstrated |

The Council's Equality Action Plan (EAP) and present structure provides a comprehensive programme for tackling (institutionalised) racism, disability discrimination, and homophobia, age and sex discrimination, including issues related to faith groups.

The table below describes the four-stage approach to Impact Assessment adopted by Islington and key issues that needs to be taken into consideration in the development of any policy, function or service.

| OBJECTIVE   | ISSUES FOR CONSIDERATION  |
|---|---|
| Scoping the aims and objective of the assessment: | <ul style="list-style-type: none"> <li>• Who is responsible for carrying out the assessment?</li> <li>• What are the timescales for carrying it out?</li> <li>• Who are the main stakeholders?</li> <li>• What relevant groups have a legitimate interest?</li> <li>• How do we ensure that those affected or with a legitimate interest in the policy are consulted?</li> <li>• What methods of consultation will be used and at which stages of the EQIA?</li> <li>• What data or evidence do we need to carry out the assessment?</li> <li>• What existing quantitative or qualitative data is available in-house and externally?</li> <li>• What additional data are needed?</li> </ul> |
| Assessments of Impacts                            | <ul style="list-style-type: none"> <li>• What is the policy, service or function?</li> <li>• What is the aim, objective or purpose?</li> <li>• Who defines and who implements the policy?</li> <li>• Is there a differential impact on any of the groups in respect of the quantitative data or qualitative data?</li> </ul>  |

|                                  |   |
|----------------------------------|---|
|                                  | <ul style="list-style-type: none"> <li>• Is the differential impact an adverse one?</li> <li>• Is the policy directly or indirectly discriminatory?</li> <li>• If the policy is not directly or indirectly discriminatory, does it still have an adverse impact?</li> <li>• Is the policy intended to increase equality of opportunity by permitting or requiring positive action or action to redress disadvantages? Is it lawful?</li> <li>• Is there any alternative measure that would achieve the desired aim without the adverse impact identified?</li> <li>• How does each option further hinder equality of opportunity?</li> <li>• How does each option reinforce or challenge stereotypes, which constitute or influence equality of opportunity?</li> <li>• What are the consequences for the group concerned and for the public authority of not adopting an option more favourable to equality of opportunity?</li> </ul> |
| <b>Decision Making</b>           | <ul style="list-style-type: none"> <li>• What are the recommendations for change arising from the assessment</li> <li>• What are the key actions, performance indicators and milestones of the action plan</li> <li>• How will the relevant group be advised of the new or changed policy or service?</li> <li>• What are the social and economic costs and benefits to the relevant group and to the authority?</li> </ul>   |
| <b>Monitoring and evaluation</b> | <ul style="list-style-type: none"> <li>• Who will be responsible for the monitoring?</li> <li>• Are there monitoring procedures already in place, which will generate information?</li> <li>• How could monitoring procedures already in place be adapted to collect the additional information required in relation to this policy?</li> <li>• What monitoring tools and techniques will be most effective?</li> <li>• Will arrangements need to be put into place for others to collect monitoring and evaluation information (for example where the authority is not responsible for the implementation of the policy)?</li> <li>• What indicators or targets will be used to evaluate effectiveness of the policy?</li> <li>• In what format will monitoring information be published?</li> </ul>   |

The above assessment criteria would be used in conjunction with existing Best Value performance standards and where necessary, guidance will be provided by the corporate Equalities Unit on how best to implement the assessment programme.

**8.2 HOW EQUALITY IMPACT ASSESSMENTS WILL BE CARRIED OUT**

The Council will carry equality Impact Assessments annually and its policy is to integrate equalities work into mainstream business planning processes. The routes for Equality Impact Assessments are:

- Through Policy Reviews as part of the Council's Policy Renewal Programme

- Through the Council's Best Value Review Programme
- As stand-alone Equality Impact Assessments
- Through the EAP and LEAPS

Policy review and renewal will take place within the context of the annual business cycle. The process will lead to the prioritisation of strategies, plans and policies for renewal in the coming year(s). Assessments as part of a Best Value will take place in each review scheduled for 2002/03, 2003/04 and 2004/05 and will be informed by the revised manual for conducting Best Value Reviews. In all other cases Equality Impact Assessments will be carried out as freestanding assessments. An assessment 'toolkit' will be published in October 2003 setting out detailed guidance for conducting appraisals and built on exiting review mechanism. Developing the 'toolkit' is directly linked to a series assessment and reviews of the LEAPS and past performances, in order to ensure that assessments can meet expectations within Islington's Race Equality Scheme. Appendix A, B and C describes Impact Assessment programme scheduled for the next three years.

### **8.2.1 RESPONSIBILITY FOR ASSESSMENT**

Responsibility for ensuring that assessments are carried out on to schedule and to a high standard will reside with the Chief Executive and the Equalities Steering Group who will be accountable to elected members, Council Leader and Cabinet. Chief Officers and departmental directors will have responsibility for undertaking reviews. They will be supported by the Council's Corporate Equalities Unit who will also have a broad role in performance management of the reviews including providing technical assistance to departments. The departmental Equalities Action Group working with the Equalities Steering Group will provide broad coordination on equalities and diversity issues.

## **8.3 ASSESSING PROPOSED POLICIES**

All local authorities are obliged to set out in their Race Equality Scheme their arrangements for assessing the likely impact of proposed policies on the promotion of race equality. The duty recognises that policies are always being adapted or replaced because of new laws and changing environments. The aim is to build race equality into the policy making process, and to make that process are clear, open and inclusive

### **8.3.1 DEVELOPING NEW CORPORATE STANDARDS FOR POLICY DEVELOPMENT**

The Council has introduced new standards for developing policies, which will determine how all new policies, services, and functions are assessed against the general duty to promote race equality. The process aims to translate the principles of good policy making into practical stages that are flexible, recognising that policy development is not a simple linear process. This process is also intended to compliment, rather than replace the processes and requirements which many plans and strategies are already required to meet. These new standards will apply to:

- Plans and strategies which make up the formal Policy Framework and which must be agreed by full Council
- Strategies and plans which are agreed by the Corporate Management Board
- Other policies which are agreed by a Cabinet Member or Chief Officer

- All items relating to Council services, functions and policy that are presented to committee through consolidating the existing system of equal opportunity paragraphs

New standards are based on the Council making sure that policies actively contribute to corporate priorities such as the community plan and the Neighbourhood Renewal Strategy as well as actively comply with different sets of legislation including;

- Race Relations and Amendment Act
- Human Rights Act
- Data Protection Act
- Disability Discrimination Act
- Sex Discrimination Act

**8.4 THE KEY STAGES OF POLICY DEVELOPMENT**

The following stages would be utilised to develop all new policy and demonstrate evidence of Impact Assessment. The specific race dimension includes:

- **Identifying and understanding the issue** with reference to evidence of demographic data broken down by ethnicity data, the results of consultation or specially commissioned research that allows clear understanding of the race dimension in which the policy is operating
- **Assessment of Impacts on the likely effect of policy on service users and existing policy** using the EQIA process set out above
- **Appropriate consultation with service users and stakeholders**, with specific attention to ensuring that all consultation reports set illustrate the views expressed by Black and Ethnic Minority Communities and involve where appropriate organisations such as the External Advisory Groups and Service Users Consultation Groups.
- **Arrangements for monitoring effectiveness and access to services**, including specific attention to monitoring equality of access using a variety of data that allows the impact of policy on different groups to be assessed

**8.4.1 KEY FEATURES OF POLICY DEVELOPMENT AND CONTRIBUTION TO ISLINTON'S RACE EQUALITY SCHEME**

| KEY FEATURES OF POLICY DEVELOPMENT                                    | HOW IT MEETS RES REQUIREMENTS   |
|---|---|
| <ul style="list-style-type: none"> <li>• EVIDENCE BASE</li> </ul>     | Examine current levels of equality of access  |
| <ul style="list-style-type: none"> <li>• IMPACT ASSESSMENT</li> </ul> | Using demographic data, ethnic monitoring data etc to examine how the policy could effect people from different ethnic backgrounds and if it will promote good race relations |
| <ul style="list-style-type: none"> <li>• CONSULTATION</li> </ul>      | Structured methods to consult people and organisations from all ethnic backgrounds and  |

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|  | participation in decision making process  |
| <ul style="list-style-type: none"> <li>MONITORING EFFECTIVENESS AND EQUALITY OF ACCESS/IMPACT</li> </ul> | Ensures that equality of access is monitored, the information used to inform future policy making and action taken if necessary |
| <ul style="list-style-type: none"> <li>FEEDBACK ON ABOVE STAGES</li> </ul>                               | Ensures an open process   |

#### 8.4.2 RESPONSIBILITY FOR DELIVERY

The Council's Corporate Equalities Unit will be responsible for coordinating the introduction of new standards and ensuring that these are applied systematically across the Council and will ensure that the race dimension of new policy is fully developed. Individual departmental managers, within all the departments who have responsibility for developing and implementing policy will actually be responsible for translating standards into policy.

### Section Nine: Progress to Date

The Council has made a positive start in identifying the potential for institutionalised discrimination within the organisation. However, effective performance management and strong leadership at all levels of the Council will further increase the impact of the mainstreaming agenda across all service provision and employment. The following table summarises departmental progress to date on the achievement of the RES and ES against set targets for 2002/2003:

| DEPARTMENT     | PROGRESS ON PROPOSED & EXISTING POLICIES & FUNCTIONS  | PROGRESS ON THE EQUALITY STANDARDS LEVEL 1              |
|----------------|---|---|
| Customer Focus | <ul style="list-style-type: none"> <li>HR - Impact Assessment to be completed on key employment issues and complaints procedures</li> <li>Completed Communications strategy – best practice guideline on communication and consultation with residents</li> </ul> | Completed HR and communications requirement for level 1 |

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|                              | <ul style="list-style-type: none"> <li>• Currently working on impact assessment on other aspects of the HR policies</li> </ul>   |                                   |
| Law and Public Services      | <p>Completed impact assessment on:</p> <ul style="list-style-type: none"> <li>• Registration of deaths</li> <li>• Attesting of notices or marriages</li> <li>• Employee relations – management of employment tribunals</li> <li>• To complete impact assessment on legal debt recovery by September 2003</li> </ul>  | Completed requirement for level 1 |
| Housing                      | <p>Completed impact assessment on:</p> <ul style="list-style-type: none"> <li>• Harassment, Customer focus, Furniture storage, Rehousing, Choice based lettings and Tollington Estates stock transfer</li> <li>• Supporting people, communications, housing partnerships and monitoring of Housing Association development through the ADP &amp; Sub- regional working</li> <li>• Performance management framework</li> <li>• Recruitment, selection and retention including secondments and acting up</li> </ul> <p>Impact assessment to be completed on:</p> <ul style="list-style-type: none"> <li>• Contracts, Best Value and Partnering pilot contract for cyclical maintenance</li> <li>• IT projects – First SX3, Rent arrears and Anti-Social Behaviour (ASB)</li> </ul> | Completed requirement for level 1 |
| Environment and Conservation | No Impact Assessment has been conducted on key policies and functions as all reviews are scheduled for year 2 and 3 of the scheme. Main focus will be to redefine key functions and review schedules by end of May 2003.   | N/A                               |
| Regeneration and Education   | <p>Completed impact assessment on:</p> <ul style="list-style-type: none"> <li>• Children Information Service, Community Partnerships, School Admission policy, voluntary sector compact, play and youth</li> </ul> <p>To complete Impact Assessment on the following:</p> <ul style="list-style-type: none"> <li>• Admission (nursery education), Education development plan, Regeneration policy and Neighbourhood Renewal Strategy</li> </ul>  | Completed requirement for level 1 |
| CEA                          | <p>Achieved Impact Assessment on:</p> <ul style="list-style-type: none"> <li>• Behaviour improvement programme, Reduction of black exclusion, Provision of a pupil referral service</li> <li>• Changes in career structure, pay, terms &amp; conditions of teaching assistants and reorganisation of Charles Lamb and Ecclesbourne School.</li> </ul>  |                                   |

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|  | <ul style="list-style-type: none"> <li>• Allocation and monitoring of specific grants, Scheme for financing schools, Composition of governing bodies in schools and baseline assessment of pupils in reception classes.</li> <li>• Preventing the breakdown of discipline and appeals by parents against permanent exclusions.</li> <li>• Suitable education for pupils educated otherwise than at school e.g. as a result of exclusion or illness, information and training for governing bodies.</li> <li>• Advice to governing bodies on the appointed of teachers and others staff, advice to schools on the dismissal of teachers and other staff and the code of Conduct for LEA/School Relations.</li> <li>• Securing that the curriculum in schools in broad and balanced and promotes the spiritual, moral, cultural and physical development of pupils</li> <li>• Securing that the curriculum in schools provides for religious, education and sex education, Forbidding the pursuit and promotion of partisan political activities and views by pupils</li> <li>• Arranging for the consideration of complaints about the curriculum and related matters in schools, Code of Practice on Special Education Needs.</li> <li>• Written statements about the rights and duties of parents with SEN, Identifying and assessing children with SEN, making provision for special education for those who need it and issuing guidance to schools on the procedure used</li> <li>• Educating pupils with SEN, taking account of the views of parents and resource available, annual review of statements Statement of SEN</li> <li>• Ensuring that schools are sufficient in number, character and equipment to provide education suitable for different ages abilities, aptitudes and SEN.</li> <li>• Establishment of School organisation Committee, preparation of Schools Organisation Plan.</li> <li>• Fixing the admissions numbers where Islington is the admissions authority, Publishing information about admissions arrangements and giving parents in the area the opportunity to say which school they would like their children to attend.</li> <li>• Making arrangements for encouraging and assisting pupils to take advantage of medical and dental inspection and treatment and ensure the cleanliness of pupils. Determination of school term and holiday dates.</li> </ul> |  |
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| <p>CEA</p>   | <p>Impact Assessment yet to be completed:</p> <ul style="list-style-type: none"> <li>• Education Development Plan 2003/04 – setting out LEAs proposals for raising standards of education for children (May), reduction in Standard number at Hargrave park school (May 03) and 14 –19 Project (October 03)</li> <li>• Charging Policy for schools (June 03)</li> <li>• School Meal Service</li> </ul> <p>Warning notice given to schools (Oct 03)</p>   |   |
| <p>Finance and Property Services<br/>(David Criuckshank)</p> | <p>Impact assessments yet to be completed:</p> <ul style="list-style-type: none"> <li>• Credit Policy (Sept 03), Debt Policy (Sept 03), Corporate trainee accountant scheme (May 03) and New policy for the reviewing of fee &amp; charges cross the Council (May 03)</li> <li>• New policy for the reviewing of fees and charges across the Council (May 03), New policy for the review and report of accommodation charges for non – statutory organisations (Sept 03).</li> <li>• New policy for implementation of the prudential borrowing regime at Islington (May 03), Risk Assessment Strategy (Dec 03) and Financial calendar of work tasks commencing with the closure of accounts (Aug 03).</li> <li>• Issues around QSP (Jun 03), Replace cash receipting system (May 03), Implement new Council Tax and Business rates system (Nov 03)</li> <li>• Reformat Council Tax leaflet (Jun 03), Revise Budget consultation process with public (Jun 03)</li> </ul> <p>Impact Assessments completed</p> <p>Cashiers (Cashing Cheques) – 28 March 03</p> <p>Impact assessments yet to be completed:</p> <ul style="list-style-type: none"> <li>• Medium term Financial Strategy (31 May 03), Training (31 May 03)</li> <li>• Communications, Complaints (31 May 03), Contracts (May 03), Mission Statement (31 May 03)</li> <li>• Service Plan (31 May 03), Team Plans (31 May 03) and Flexitime (31 May 03)</li> </ul> |   |
| <p>Performance Management<br/>(Daniel Ratchford)</p>         | <ul style="list-style-type: none"> <li>• TSG – Impact assessments completed:</li> <li>• Delivering Digital TV Pilot, Recruitment Procedures (April 03) and TSG Equalities Policy (April 03)</li> <li>• Impact Assessment yet to be completed:</li> </ul>   | <p>Performance Management generally:</p> <p>A pilot impact assessment on procurement issues was carried out. It</p> |

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|  | <ul style="list-style-type: none"> <li>• TSG Corporate Harassment Policy (March 2004), TSG Flexitime Policy (March 2005), TSG Complaints Procedure (March 2005) and Health and Safety Policy (March 2005)</li> </ul>  | <p>identified many gaps. As a result of these gaps, it was decided that procurement issues should be continuously reviewed in line with the guidance received in the publication 'Race Equality and Procurement in Local Government'.</p> <p>The review, to date has highlighted some food practice and also identifies the need to make some changes to current practices.</p> <p>Therefore Performance Management will not be in a position to make all the improvements before April as originally planned, but these will be in place by June 2003 with the exception of gathering data on existing suppliers which will take place at a later date in 2003</p> |
| <p>Social Services<br/>(Paul Curran)</p> | <ul style="list-style-type: none"> <li>• Carers strategy, Interpreting and translation services</li> <li>• Impact Assessment yet to be completed:</li> <li>• Asylum seekers service, Complaints service, welfare right service and Mental health service.</li> <li>• Assessment &amp; Care Management (Looked after Children in need), Child Protection, services for disabled children, Residential Services,(Children Services).</li> <li>• Family Placement (fostering and adoption), leaving care and youth offending.</li> </ul> | <p>Completed the requirements for level 1</p> <p>In June 2002, the department's Equalities Board made the commitment to carry out the Impact Assessments listed here, after discussions with the corporate Asst Director Group.</p> <p>Unfortunately the assistant Director post with the responsibility to drive this work forward in the department became vacant, and the new post-holder only came into post at the end of March 2003. This has delayed progress, but the intention is to rectify this shortly. The majority of these assessments will be completed by the end of</p>   |

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|  |  | August 2003, dependant upon the level of detail which is thought appropriate by the new Assistant Director within each individual service function |
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