

Appendix A: Race Equality Scheme Action Plan

Priorities for action	Measure of progress	Key dates	Milestones	Responsible group/officer
1. Consultation	a) Staff survey to identify effectiveness of our policies and procedures in relation to race issues b) Member Survey c) Race Groups d) Unions e) Citizens Panel	Every 18 months Annually Annually During the life of the Scheme Annually	Feeds in to the action plan any issues arising from consultation exercises. Consider using focus groups even if it means consulting with groups from outside the South Norfolk area Know our communities	Performance review officer
2. Review and update policies and procedures regarding Employment	a) Be able to provide support, guidance and advice to line managers as appropriate to concerns or requests b) Gather information on the effect of our employment policies and practices	By March 2009 By March 2009 then annually	Develop new and revised policies where necessary	HR Manager

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3. Employment Monitoring: Ensure effective monitoring takes place	Produce annual monitoring data to include: a) % BME (Black and Minority Ethnic) workforce b) BME employees access to training courses	Annually from April 2008	Identify any gaps in policies	HR Manager
4. Recruitment and Equal Pay	a) Identify any potential equal pay issues i.e. pay gap between white and BME employees b) Carry out recruitment and selection training for managers which cover Equality issues c) Review advertising media and	By March 2009 By March 2009 Annually from April 2008	Add to Corporate Training Plan	HR Manager

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	<p>response rates. Annual monitoring reports to the Equalities Group and Management Team</p> <p>d) Review application forms to ensure Equality proof</p> <p>e) Review on line application process</p> <p>f) Monitor job applications by those applying and those appointed, both internal and external candidates</p>	<p>By July 2008</p> <p>By July 2008</p> <p>March 2009</p>	<p>New forms</p> <p>Undertake feedback from applicants</p> <p>Ensure no discrimination is taking place</p>	<p>d) Action Complete (December 2008)</p>
<p>5. Staff retention: to ensure we comply with Equality Act 2006</p>	<p>a) Harassment: Review harassment procedure.</p>	<p>By September 2008</p>	<p>Impact assess all HR policies in order of priority</p>	<p>HR Manager a) Action Complete (December 2008)</p>

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	<ul style="list-style-type: none"> b) Train managers and promote policy to ensure employees are aware of it and understand zero tolerance approach to Racial Harassment c) Display proactive behaviour ourselves 			
6. Staff and Member Training	<ul style="list-style-type: none"> a) Do a training needs analysis for staff and members b) Undertake Learning hours for staff and members on the Race Equality Scheme and associated action plans c) Train staff to 	<p>By Summer 2008</p> <p>March 2008 then annual reviews Use Induction process for new staff</p> <p>Start from April 2008</p>	<p>Will allow us to focus training to the most pressing areas of need</p> <p>Monitor who has received training</p> <p>Organise in priority</p>	<p>HR Team</p> <p>Equalities Group and Equalities Officer HR Team</p> <p>Equalities Officer</p>

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	undertake their own Impact Assessments d) Carry out regular Staff and Member Training to ensure general awareness of regulations, but also about their role in ensuring our legal duty is met e) Lead by example	when new directors in post 2008 then bi-annually Make sure the training brings this across as a priority area	order	External training provider
7. Carry out research and data analysis: To inform our Scheme and Action Plan	a) Ensure monitoring forms are utilised and we have a process to record and handle data received b) Look at	Annually	Work with partners and other agencies. Look to see what other research has been carried out and where there are any gaps	Performance Review Officer/ Equalities Officer/Individual Services

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	<p>differences in service use and issues according to race</p> <p>c) Analyse the BME profile of staff and members</p> <p>d) Identify number of complaints due to racial harassment by BME staff, members and service users</p>			
<p>8. Members: Provide support to enable members to fulfil their duties</p>	<p>a) To extend the Childcare and Dependant Carers allowance available to Members to</p>	<p>By September 2008</p>	<p>Make members aware of any allowances they can claim to encourage more candidates</p>	<p>Independent review</p>

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	include payments to a councillor's carer b) Use Members to positively profile their neighbourhood		Work with Members to identify problem areas	Equalities Officer/ Equalities Group/ Member Champions
9. Procurement: To ensure our procedures comply with the Equality Act 2006	a) Amend standard conditions of contracts to reflect the requirements of race equality legislation b) Publish the revised standard conditions of contract on the website c) Ensure that business/company questionnaires and standard tender	Review by September 2008 Review by September 2008	Revised policy to Cabinet in January 2009 Equalities Impact Assessment scheduled.	Procurement Officer

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	<p>documents reflect the requirements of race equality</p> <p>d) Amend SNC guidance for the assessment of tenders to reflect the requirements of race equality legislation</p> <p>e) Communicate changes relevant to staff and provide guidance and support</p>			
<p>10. Service Monitoring: to implement service monitoring where appropriate</p>	<p>a) Identify which services would benefit from equality monitoring in relation to race (i.e. monitor who is or is not accessing services and in</p>	<p>From May 2008 onwards</p>	<p>Do a review Utilise user satisfaction surveys Use Focus groups and Citizens panel where appropriate</p>	<p>All Directors</p> <p>Review completed January 2009.</p> <p>Citizen's Panel asked about Diversity Monitoring in December 2008.</p>

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	<ul style="list-style-type: none"> what ways) b) Ensure monitoring is undertaken and review services from the survey results c) Use NNREC statistics regarding complaints against the Council to monitor trends d) Use the work carried out by the NNREC on ward profiling on the County Council website e) Features in local publications such as parish magazines 		Make sure evidence is gathered consistently	Action Plan in Equalities Strategy contains actions in relation to Diversity Monitoring. January 2009.
11. Impact Assessments: Carry out Equality Impact	a) All relevant functions and policies will	See continuous timetable	On-line system updated and can be viewed by all	All Directors and relevant officers

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assessments	<ul style="list-style-type: none"> undergo an Impact Assessment covering all areas of Equalities b) Follow up the actions plans 	<p>Make sure actions are being done</p>		<p>All Directors and relevant officers</p>
12. Partnership Working	<ul style="list-style-type: none"> a) Work with the Crime and Disorder Reduction Partnership and the Norwich and Norfolk Race Equality Council (NNREC) on areas relating to faith and hate crimes b) Do work with Town and Parish Councils and their Association. Deliver training in conjunction 	<p>May 2008</p> <p>Autumn 2008 Parish and Town Council Conference</p>	<p>Use Partnership impact Assessments to determine outcomes</p>	<p>All officers involved in partnerships</p> <p>a) This is ongoing</p> <p>Head of Revenues and Customer Services/ NNREC</p>

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	<p>with the NNREC</p> <p>c) Ensure all partnerships are aware of their duties under the Race Equality Legislation</p> <p>d) Continue to support funding agencies like NNREC and CAB and other grant funded organisations</p> <p>e) Contribute to the Community Cohesion Network and Steering Group</p> <p>f) Use other forums such as the Norfolk Chief Executives Group, Housing association tenants forums, CAB, Victim Support</p>	<p>Terms of reference</p> <p>May 2008</p> <p>May 2008 onwards</p> <p>May 2008</p>	<p>Get buy-in to the Scheme and Action Plan</p>	<p>Directors</p> <p>Chief Executive</p> <p>Executive Director/Equalities Officer</p> <p>Equalities Officer f) Silfield Project – working with the community to improve cohesion and quality of life for residents. January 2009 and ongoing</p>

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	<p>g) Work with the education authorities and through other means of educating people</p> <p>h) Work with the Business Community to encourage them to be more aware of Equalities issues</p> <p>i) Work with community groups and the voluntary</p>	<p>September 2008</p> <p>March 2009</p> <p>By March 2009</p>	<p>What can we do with schools through culture and learning Theatre workshops Encourage English Language class availability</p> <p>Use the Business Breakfasts to promote Equality issues</p> <p>Work ongoing with community groups and voluntary services to ensure that they have Equal Ops Statement</p>	<p>f) Work with Saffron on Community Cohesion January 2009 and ongoing</p> <p>f) Diss Project – Learning for Health January 2009 and ongoing</p> <p>Director of THEC G&T workshop at Local Democracy Week (November 2008)</p> <p>Director of Tourism, Heritage, Economy and Culture</p> <p>Funding Officer</p> <p>December 2008 and ongoing</p>

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	<p>services</p> <p>j) Work with SNAPS</p> <p>k) Find contact person in each BME community or major employer</p> <p>l) Work with Norwich City and Broadland District councils to produce the Joint Core Strategy for Norfolk</p>	<p>By March 2009</p> <p>By May 2009</p>	<p>which comply with equalities practice</p> <p>To encourage good representation, ensure meetings well chaired to get the views of real customers</p> <p>Work with community leaders and major employees to ensure new citizens are aware of our laws and procedures</p> <p>Consultations in place</p>	<p>j) Charing training provided in September 08 and planned for May 2009 (January 2009)</p> <p>j) SNAP roadshow's in SN planned (January 2009)</p> <p>j) Police Survey in High Schools (January 2009)</p> <p>Community Safety Manager</p> <p>Director of PHBE and Planning Policy Manager</p>
<p>13. Improve awareness of Race issues</p>	<p>a) Identify areas where training or advice would be</p>	<p>March 2009</p>	<p>Work with Norwich and Norfolk Race Equality Council</p>	<p>Equalities Group</p>

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	<p>helpful</p> <p>b) Continue to contribute to Black History Month with events in the district</p> <p>c) Revisit Norfolk's Hidden Heritage project once the research is completed</p> <p>d) Link in with the SNAP's and neighbourhood managers as they should know what is happening in their area</p> <p>e) Establish a culture of openness within the authority</p> <p>f) Establish a means of communicating our success</p>	<p>November 2008</p> <p>March 2009</p> <p>Summer 2008</p> <p>May 2008</p> <p>September 2008</p>	<p>Work with the SNAP's and Neighbourhood Managers</p> <p>Ensure policies and procedures allow for this</p>	<p>Leisure Services</p> <p>Equalities Group/ Learning Hour</p> <p>Equalities Officer Attending Team Briefings – this is ongoing. December 2008</p> <p>Integrate in to Impact Assessments</p> <p>Communications Team</p>

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	stories to our customers			
14: Racist Incident Reporting	<p>a) Work with the Community Cohesion Network to update the form to a more useable format</p> <p>b) Train staff, members and customers to report Racist Incidents</p> <p>c) Sign up to the Multi-Agency protocol on hate crimes when the form is completed</p>	September 2008	<p>Form easy to use and complete. Procedure clearly identified for monitoring and recording statistics.</p> <p>Commitment from the top</p>	<p>Community Cohesion Network Steering Group</p> <p>The MAP is now being trialled in some authorities – awaiting training dates before the final roll out – December 2008</p>
15: Website update	a) Ensure information is added to the website in a	May 2008 onwards	Access to relevant information available to customers on a range of topics	Equalities Officer/Website Manager

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	timely fashion and kept up to date			
16: Compile a list of relevant groups	a) Add lists of relevant organisations	By September 2008	List available on the website. Can be used as a library of contacts for consultation	Equalities Officer
17: Monitoring and Review of the Scheme	a) Assess progress against the Race Equality Scheme Action Plan	6 monthly	Regular monitoring to ensure delivery of the action plan	Equalities Officer in conjunction with Directors
18: Reporting on progress	a) 6 monthly report by Cabinet Member from November 2008 and then annually to Council	6 monthly and Annually	Focus Directors on the need to achieve the action plans	Equalities Officer/Cabinet Member/ Head of Revenues and Customer Services
19: Performance Indicators and Standards	<ul style="list-style-type: none"> a) Meet any new National Indicators as required b) Link in to the LAA targets c) Meet Level 3 of the Equality Standard by 	<p>March 2009</p> <p>Summer 2008</p> <p>March 2009</p>	<p>Leisure project should show areas for improvement</p>	<p>Performance Review Officer</p> <p>Performance and Strategy Manager The whole Council</p>

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	March 2009			
20: Service Specific Actions	a) To deliver a Local Delivery Document for Gypsies and Travellers	2009	This will allocate sites in line with Gypsy and Traveller accommodation needs assessment	Head of Strategic Housing a) This is ongoing and undergoing Impact Assessment (January 2009) b) This is undergoing review (January 2009)
	b) Have a protocol for the County on illegal Gypsy and Traveller encampments			
	c) Actively contribute to the Greater Norwich Housing Partnership Equality and Diversity Group		This group will monitor delivery of key actions for social landlords within the sub-region	In place – December 2008
	d) Wider knowledge of the INTRAN service	September 2008	Needs to be by staff and customers. Do they recognise the INTRAN logo? Are staff offering the service proactively? i.e. INTRAN, leaflets etc.	Intran training planned 04/02/2009 Head of Revenues and Customer Services
	e) Use wheelie bins for information			
	f) Use Leisure Centres for			Director of HER&S

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	<p>information</p> <p>g) Customer Service questionnaires</p> <p>h) Prepare a standard reply to staff when customers say 'it would be different if I was black...'</p>	<p>Autumn/Winter 2008</p> <p>July 2008</p>	<p>Get an idea of what sort of service customers feel we are providing based around Race Equality</p> <p>Agree a response at CMT for staff to use</p>	<p>Director of THEC</p> <p>Head of Revenues and Customer Services</p> <p>Head of Revenues and Customer Services</p>
21: Other Actions suggested by staff	a) Measure footfall at SNDC	March 2009	Can be used as a planning tool for resources required	Head of Revenues and Customer Services