

Race Equality Scheme 2002-2005

for

Kirklees Metropolitan Council

May 2002

2ND DRAFT



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Race Equality Scheme

Forward

Equality is important to Kirklees Metropolitan Council. This is borne out in many different ways. So, for example, the Community Strategy, the Kirklees Partnership vision for the coming 10 years, lists ten challenges and actions, one of which is a commitment to reduce all forms of discrimination and prejudice. The Corporate Organisational Development Plan identifies and actions improvements and tangible outcomes to improve equalities.

There are references and actions elsewhere, but the point is that equalities is recognised and present in many of the things we do in Kirklees and within this is a specific focus on race equality.

Race equality is important, as part of the overall equalities agenda, because Kirklees recognises it has a diverse and multi cultural population which it serves. It is important to reflect this diversity of citizens in employment, delivering quality services and improving relationships with the community in all our service areas and particularly Education, Housing and Social Services. It is also important to reflect this diversity within the Councillor group themselves and Kirklees is proud that those Councillors represent the community diversity.

As the largest employer, and a key player in the Kirklees Partnership Kirklees Council knows it has a leadership role to play and is ready and prepared to lead the diversity agenda forwards and particularly that of improving racial equality across Kirklees.

Tony Elson
Chief Executive

Councillor Kath Pinnock
Leader of the Council

Section One:

The Scope of Kirklees Council's Race Equality Scheme

2. Why we need a Race Equality Scheme – Overview of the Race Relations Amendment Act 2000 –

Kirklees Council is developing a three-year Race Equality Scheme (RES), in line with the general and specific duties required in the Race Relations Amendment Act 2000 RR(A)A.

Even though RES is a legal requirement on public bodies, the council views the three-year scheme as being a positive, proactive step forward for the whole community in Kirklees – particularly in respect of promoting race equality and good race relations. The RES will be a positive enhancement for the diversity of the Kirklees region. Please refer to Appendix 1 (an extract from the Council's 'Comprehensive Performance Assessment') for background details about Kirklees.

Kirklees Council's RES will set out present activity that is in line with the RR(A)A as well identify key areas that require further work to ensure overall compliance. The Scheme will set out how it will use an 'Assessment Model', and associated screening template, to assess which functions/services and policies need to be prioritised within the scheme.

The first step in developing the scheme is having a clear understanding of what the statutory requirements are.

Requirements under the Race Relations Amendment Act 2000

In February 1999, the Home Secretary published the Stephen Lawrence Inquiry Report with a view to enhancing legislation around race relations. Kirklees Council set up a Stephen Lawrence Officer Group and in 2000 Full Council formally adopted the key recommendations of the Inquiry, including the definition of a racist incident and 'Institutionalised Racism'.

The government's response to the recommendations of the Inquiry was to pass the RR(A)A, which came into force on April 1 2001.

Essentially the RR(A)A amends and enhances the 1976 Race Relations Act (RRA), the key elements of which are as follows:

- The 1976 Act now covers all functions of a local authority that now cannot unlawfully discriminate in carrying out any of their

functions. Certain functions like employment and service delivery have always been applicable under the RRA. However newly covered functions include environmental health inspections, public appointments, parking controls, enforcement of school attendance, procurement and many, many more.

- A new general positive duty on local authorities to promote race equality. It means for example for local authority when “carrying out its functions, to have due regard to the need -
 - I. To eliminate unlawful racial discrimination; and
 - II. To promote equality of opportunity and good race relations between persons of different racial groups.”
- In broad terms the other significant changes under the RR(A)A are increased powers for the Home Secretary and the Commission for Racial Equality (CRE) to improve the performance of bodies against the general duty. If needed appropriate legal action could be taken by them if a body was failing to meet the general duty to promote racial equality.

For further details about the RR(A)A please refer to www.cre.gov.uk

- To assist bodies to meet the aforementioned general duty the RR(A)A outlines specific duties to be adhered to. These specific duties are basically the component parts of the RES that will facilitate the promotion of race equality. The details of the specific duties are outlined in **Section Two**.

3. The Scope of the Race Equality Scheme –

Kirklees Council's RES 2002 – 2005 is a three-year plan to meet the general duty of the RR(A)A to promote race equality and good race relations. The scheme will set out, particularly in **Section Two**, the detailed processes all functions and services will have to go through to ensure it complies with legislation and promotes good practice.

The specific duties under the RR(A)A the RES will address are as follows:

- a) To assess all functions, policies, procedures that are assessed as being relevant to the general duty (Section 71 of the RR(A)A), to promote race equality.
- b) Arrangements need to be in place for:
 - I. Assessing which of its functions and policies are relevant to the general duty and reviewing this every three years;
 - II. Assessing and consulting on the impact of the promotion of race equality in policies/services;
 - III. The monitoring of any adverse impact on the promotion of race equality on policies existing or proposed;
 - IV. Publishing the results of II. – III. above;
 - V. Ensuring the black and minority ethnic (BME) community have access to information and to services;
 - VI. Training staff on issues around promoting race equality.

Alongside the above there are specific duties in relation to employment which will be part of the RES. In broad terms this will mean Kirklees Council has a specific duty to:

‘...ethnically monitor staff in post and applications for jobs, promotion and training’. In addition the CRE sets a standard for services that are now expected to analyse the makeup of the workforce by grade. Additionally the Council must:

‘...ethnically monitor and analyse grievances, disciplinary action, performance appraisals, training, dismissals and other reasons for leaving’.

In **Section Two**, the details of how Kirklees Council intends to meet these specific duties are clearly stated; and there will also be an indication of how far Kirklees Council complies with these duties at the moment.

4. How the Scheme fits into Organisational Priorities –

The council is a key organisation within the community that can facilitate change and make a difference to people's lives. In 1999 Kirklees Council with partnership organisation agreed a shared vision which stated 'we want a community:

- Built on a strong economy
- Where everyone is engaged
- Where individuals are supported in personal development
- That is well housed, healthy and safe
- With a good environment and a more sustainable way of life
- With a good quality of life, and with local communities that have strong identities'

The Kirklees Partnership has been successfully operating since 1998. This evolved into the new Local Strategic Partnership in 2002. The above vision sets the framework for the core values of the partnership which will be translated into practice via achieving significant progress in the following ten agreed priorities of the **Community Strategy 2012**:

1. Creating a stronger economy that is better able to meet the needs of the local community
- 2. Reduce all forms of discrimination and prejudice**
3. Make Kirklees better connected – transport and IT
4. Increase children's and young people's attainment and opportunities
5. Make Kirklees safer
6. Make Kirklees cleaner and more attractive
7. Improve health, wellbeing and independence
8. Increase the provision of safe, warm and affordable housing
9. Develop living, vibrant town centres
10. Support the development of individuals and communities

Race equality, and diversity in general, permeates all of the values of the council and other partnership organisations. Significantly though, Kirklees Council is committed to ensuring that broad based visions and policies are translated into meaningful and effective practice. For example, priority no. 2 above has the following action points and measurable targets:

Priorities

- Promote mutual understanding and discussion of difficult issues
- Develop a Community Cohesion Strategy by 2003
- Be firm and consistent in tackling racism, hate crime, and discrimination.
- Ensure main agencies engage fully with communities.
- Tailor services to better meet the needs of different groups.
- Deliver and strengthen a Festivals Programme, reflecting the cultural diversity of Kirklees.
- Establish common recording systems for racist and homophobic incidents across agencies, common protocols for responses and increased staff confidence in their application.
- Physical adaptation of public buildings to ensure that services are accessible and improve access to public transport and the highways/footways network.
- Positive action for those who experience disadvantage and/or discrimination in obtaining work.
- Increase the number of locally based activities to minority ethnic communities, concentrating on sustainability, variety and issues relating to funding.

Targets (by 2005)

- Reduce community tension – assessed by agencies working with community organisations.
- Minority groups report increased confidence in their personal safety and fair treatment.
- Immediate removal of racist graffiti.
- All activities in public buildings to be accessible to people with disabilities to meet Disability Discrimination Act requirements.
- Major agencies achieving declared targets for balance of their work forces – details set out in Agency Equalities in Employment Strategies.
- Identify 3 priority areas and:
 - carry out membership audit of all sports clubs by April 2003
 - Develop one ethnic minority sports development forum by December 2004
 - Increase the number of qualified ethnic minority coaches by 20 by April 2005.

- Achieve 'Promoting Racial Equality Through Sport' standard within 3 years.

Significantly the above targets are in line with the completion of the council's RES 2002 – 2005 in terms of time-scale. For more details of the Community Strategy visit www.kirklees.gov.uk

There are many different strands to the Community Strategy that either encompass or link to other important strategies that will promote race equality. Good examples of this include the Local Neighbourhood Renewal Strategy (LNRS), the Corporate Organisational Development Plan (CODP) and the Kirklees Crime and Disorder Reduction Strategy.

There are a number of key commitments and outcomes under the LNRS. These include: number 2 'Building a Better Future for Everyone', which has a priority for action regarding the improvement of community cohesion; number 4, 'Working Together and Learning from Each Other', within this area of the strategy it priorities issues such as the reduction of community tensions and the more effective involvement of the whole community. For more details of the LNRS see www.kirklees.gov.uk

The CODP seeks to assist the Council as a whole to be strong and capable in meeting performance targets and key challenges. Two very relevant 'Project Briefs and Action Plans' for the RES are: 'Community Engagement and Cohesion' and 'Delivering Equalities and Human Resource Outcomes'. Further details are available at www.kirklees.gov.uk

Similarly with the Kirklees Crime and Disorder Reduction Strategy there are specific priorities that lend themselves to the promotion of race equality. In particular Theme 3 'At Risk Groups' has an objective to reduce racist incidents and the harm caused by them. Suggested outcome targets and performance indicators for this objective are as follows:

Suggested Outcome Targets (By 21 March 2005)	Suggested Outcome Performance Indicators
To increase the number of racist incidents reported to the police/other agencies	Police/Other Agency Data
Reduce % of reported incidents that involved victims who had experienced at least 1 other incident in the previous twelve months	Police/Other Agency Data
Establish and increase the proportion of residents experiencing a racist incident that report it to the police or other agency	Local Survey Data
Decrease the % of residents who feel that racism is a problem in their area	Local Survey Data
Increase the % of racist incidents that result in further action	Police/Other Agency Data

For details on this Strategy please visit www.kirklees.gov.uk

Kirklees Council has also established a Community Cohesion Group, which is looking at issues regarding social inclusion as identified in national reports, e.g. Cattle. For more details please refer to Section 19.

An Internal Focus

Along with being a key player in the Local Strategic Partnership the council is taking action that is specific to its own environment. Recent audits and assessments of the council, including the IdeA Peer Review 2000 and the 2001 District Audit 'Policy into Practice (equalities), have given the authority additional impetus to address equality and diversity issues.

There is still much to do, however some important corporate achievements have already be made. These include the adoption of:

- ✓ A Shared Values Common Purposes framework for the whole authority (including a specific value on promoting equality)
- ✓ A corporate performance management system
- ✓ Core competencies for all employees (including specific ones on equality/diversity)
- ✓ Community based Equality Networks for Race, Women, Disability, Lesbian/Gay/Bisexuals
- ✓ Corporate Racist Incident Policy and Procedure (Service delivery)

Equality Audits and Action Plans

Since 1997 Kirklees Council has been working with the CRE Equality Standards, which Kirklees broadened to include Women and Disabled People. All council services have had to work to a framework that addresses the following key aspects:

- Policy development and planning
- Service delivery and customer care
- Community engagement and development
- Employment
- Marketing and corporate image

There are 5 possible levels of attainment within the above framework. The process is a rigorous and systematic one that requires services to set targets through their service plans, thus assisting the council as a whole to mainstream equality.

The most recent round of audits for 2001/2002 have demonstrated tremendous progress for services within this framework and the council has been assessed at level 2.

Without doubt the above framework had its limitations and the authority at the moment is actively working on transition to the 'New LGA Equality Standard for Local Government'. It is hoped that the new standard will move equality and diversity even more into the mainstream of local government activity, and certainly for Kirklees Council it will build on the foundations that are already in place - please refer to section 17 for more details.

Best Value

The council has positively embraced the Best Value agenda and is continually seeking to improve performance. The equality/diversity aspect to Best Value is not always recognised at a national level in terms of mainstreaming the issues, even though there are now specific Best Value performance indicators (BVPIs). Pro-actively, Kirklees Council has developed a Best Value equality checklist that assists services to embrace equality/diversity through, for example, Best Value Reviews – details at www.kirklees.gov.uk

Returning to the aforementioned national BVPIs the council will be addressing the following council wide ones that relate specifically to equality and diversity:

- BVPI 2 – The level (if any) of the Commission for Racial Equality's standard for local government to which the authority conforms.
 - The level (if any) of the Equality Standard for local government to which the local authority conforms.

- BVPI 11 – The percentage of senior management posts filled by women.

- BVPI 16 – The percentage of local authority employees declaring that they meet the Disability Discrimination Act 1995 disability definition compared with the percentage of economically active disabled people in the authority area.

BVPI 17 – The percentage of local authority employees from minority ethnic communities compared with the percentage of the economically active minority ethnic community population in the authority area.

BVPI 156 – The percentage of authority buildings open to the public in which all public areas are suitable for and accessible to disabled people.

BVPI 174 – The number of racial incidents recorded by the authority per 100,000 population (New BVPI).

BVPI 175 – The percentage of racial incidents that resulted in further action (New BVPI).

BVPI 176 – The number of domestic violence refuge places per 10,000 population which are provided or supported by the authority (New BVPI).

‘Championing’ Equalities/Diversity

Kirklees Council has a number of designated officers regarding equalities/diversity, who work on employment and service delivery issues. These officers include: 4 Principal Equality Officers (1 corporate and 3 linked to a range of services); 5 service based Equality Officers within Social Services and Housing; a Community Language Service Manager; a Community Language Service Officer for disabilities; an increasing number of bilingual staff (see section 12 for details); an Access Officer and a Community Forum Support Officer.

It is important to state that many services employ other officers who have a clear equality remit, and contribute to the implementation of equality/diversity across the council. Examples would include Development Officers in services such as Community Support Service, Education, Social Services, Benefits Advice, Housing etc.

Recently the authority appointed an Assistant Chief Executive to work on human resource issues and champion equalities and diversity at a senior officer level. Kirklees’ senior member forum is a Cabinet that was established in 2000. The Elected Member for Human Resources/equalities/diversity is **Councillor Ann Raistrick..**

Both the Senior Officer Management Board (Executive Management Group) and Cabinet have given careful consideration to the implementation of the RR(A)A. They also have sanctioned the establishment of a Corporate Reference Group on equalities to oversee the development and implementation of the council’s RES.

Resources

Presently there are two significant reviews taking place in the council. One is an internal review of Resource Groups, i.e. support services, and the other is a review by an external consultants (Office of Public Management) called ‘Equalities in Kirklees’.

It is impossible to predict the outcome of these reviews but the potential for additional resources for equalities/diversity within the council is a very real one.

Equal Opportunities Policy

Kirklees Council's Equal Opportunities Policy has been in operation for over 10 years now. It has contributed to some significant developments in moving the equality agenda forward in the council. However, the policy is being updated for a variety of reasons. Firstly, it needs to reflect important legislative changes in recent years, for example the Human Rights Act and the RR(A)A. Significantly it will also encompass the move in recent years to a more 'diversity' based model of promoting equality. Please refer to section 17 for how the council will address this new agenda and revise the policy.

5. Kirklees Council's commitment to race equality – the Partnership approach and Community Leadership –

Insert to be provided by Jayne Healam

6. Our commitment to engagement and involvement of the community –

Kirklees has a long history of involving and engaging its communities and has, over time, developed a corporate framework and approach to ensure consistency in how the views and priorities of all sectors of the community are heard. Indeed, a number of initiatives have received regional and national recognition (for example Kirklees Federation of Tenants and Residents (KFTRA), Involving Young Citizens Equally (IYCE)).

Kirklees Council works closely with our voluntary and community sector partners and other agencies and link into established forums and networks as well as developing new one's to try to ensure that we engage with a broad section of our public. The Council employs a number of community and capacity building workers and fund a number of voluntary and community organisations to build the capacity of local communities and some umbrella organisations (for example Kirklees Racial Equality Council, Voluntary Action Kirklees, Pakistani Alliance) act as a mechanism for linking in with minority communities.

Kirklees Council recognises however that the communities of Kirklees are diverse – indeed we see this as one of our strengths. We also recognised that often those most affected by our policies and services are the one's least likely to be engaged in formal structures or processes. These issues pose a number of challenges for us, our partners and our communities if we are going to meaningfully engage and involve all sectors of our community. We need to begin by understanding the diversity of our communities and work with them and our partners to identify effective ways of measuring the impact of our services and policies.

A flavour of some of the initiatives already underway are highlighted below – we are willing to learn from others and are constantly seeking to extend these:

- Local Neighbourhood and Community Forums – these have been established in a number of areas across Kirklees – some representing geographically based communities and others representing communities of interest (e.g. Pakistani Alliance).

- Local Area Committees - an ambitious programme of local community engagement, community action planning and area devolution. Elected Members working in partnership with local communities and a wide range of agencies are seeking to address real local issues and engage with all sectors of their community. They must specifically address how they are going to engage with minority members within their community.
- Community Board Members on the Local Strategic Partnership (LSP) – following a recent recruitment exercise there are now 7 Community Members (and 3 reserves) who bring a community perspective and have an equal role on the Kirklees Partnership Board. Particular attention was paid to having a balance of Community Board Members (in terms of geographical, gender, ethnicity etc).
- Community Involvement Partnership (CIP) – recently established as a complementary partnership to the LSP. This aims to influence the LSP and partner agencies, to ensure a consistent approach to community engagement and involvement, share models of good practice and support each of the delivery partnerships to meaningfully engage communities within their policies and strategies. It will also be exploring monitoring and impact measures around community involvement. A specific focus for this group will be to link in with the Equalities Networks and partnership to explore ways in which minority communities can be involved.
- Equalities Networks and Equalities Partnership – specific community-based Networks have been established around Race, Women, Lesbian/Gay/Bi-Sexuals and Disability. There is a proposal to set up an overarching “Equalities Partnership” with a similar brief to the CIP.
- Neighbourhood Renewal – a key component of Kirklees Neighbourhood Renewal Strategy is that communities should be at the centre of the process of neighbourhood renewal and regeneration. A number of specific measures have been taken to ensure that “minority voices” are heard in this programme (for example Asian Women and Girls consultation).
- Involving Communities – an SRB initiative based in Huddersfield – specific programmes developed to engage with and involve ethnic minority communities.

- Asian Women's Development Worker – working alongside Capacity Building Workers in the North this specific post will ensure that Asian Women are engaged with the delivery and use of a wide range of community and other services.

There are many more examples, initiatives and workers, within individual services, within our partner agencies and within communities that are focused on ensuring that there is effective engagement with all sectors of the community – particularly those groups who are traditionally excluded. One of the key challenges for us is to make the connection between these and ensure we are taking specific measures to engage with and involve those sectors of our community that are often excluded.

Section Two:

Details of What the Race Equality Scheme Will Do

**(meeting Section 71 of the Race
Relations Amendment Act 2000)**

7. Identifying and Assessing the Functions/Services and Policies Relevant to the General Duty –

Kirklees Council has not yet undertaken detailed ‘impact assessments’ within services. However the Council has agreed an assessment model to facilitate that process, and within that model agreed the functions/services and corporate policies it wishes to prioritise.

The ‘Assessment Model’

The purpose of the following model for assessment is to enable the Council and services to meet the requirements of the Race Relations (Amendment) Act, i.e. which functions/services and policies are relevant to the general duty. However there are other legislative changes pending which will have an impact, therefore the model must be adaptable to include other areas of discrimination and diversity covered by legislation e.g. Sex Discrimination and Disability Discrimination.

Starting The Process – Year 1 (2002 – 2003)

Within Kirklees Council, as outlined in section 4 of this document, a significant amount of work has already been undertaken to determine the vision and values of the Council. As illustrated previously, this has now been brought under the umbrella of the Community Strategy – 2012.

As part of this process Kirklees Metropolitan Council has already been involved in extensive community consultation as well as taken time to make strategic links to other strategies.

This process has identified priorities for action namely: health, housing, crime, education and employment as key areas in the development of minimum standards.

Within Kirklees Metropolitan Council we have therefore identified Services within our proposed RES on the basis of:

- Priorities which support the Council’s already stated Community Strategy and other strategic initiatives

- The principal of “proportionality”, as outlined in the Code of Practice, acknowledges that some services will have greater impact on diverse communities than others
- Relevance where some functions within the Council will have limited impact on race equality and should therefore be considered low priority

Using this model the following Services have been prioritised:

Year One: Education, Social Services, Housing and Building Services, Community Support Service, Committee Services, Economic Development, Corporate Development and Human Resource Strategy Unit (HRSU)

Year Two: Environment & Transportation, Leisure & Recreation, Cultural Services, Public Private Partnership, Revenues & Benefits, Customer Relations, Legal, Planning and Building Control, Estates & Property and Finance

All services will publish the results of their assessments on an annual basis. These groupings will also need to include all **major Council Policies**. The new constitution for the council, effective from May 2002, clearly sets out the main policies of the council. Please refer to www.kirklees.gov.uk

Year Three: Results of impact assessments implemented and published; the whole Race Equality Scheme is reviewed and plans for the next three year scheme are developed

How Will the Impact Assessment of These Services Work?

One way of thinking about it is as a series of steps as if using a funnelling mechanism:

Step 1 - Services should:

- List all statutory and non-statutory functions/powers and duties
- Identify functions involving the public

- Obtain demographic data by racial group for each function
- Identify users and potential users for needs assessment
- Prioritise functions in order of impact or potential impact – assess by asking questions

The key question:

Is the function/power/duty relevant to the general duty?

- **To eliminate discrimination**
Consider what the service function/power/duty does to eliminate discrimination. This might be: Compliance with corporate initiatives such as complaints; recruitment & selection; performance management; training for front line staff on customer care; provision of interpretation services; community intelligence gathering; and other policy and practice.
- **To promote equality of opportunity**
Consider what the service function/power/duty does to promote equality of opportunity. This might be: Specific service projects; participation in corporate projects; grant aid to particular community groups in recognition of community capacity building; consultation with community groups
- **To promote good relations between different racial groups**
Consider what the service function/power/duty does to promote good relations. This might be: Direct work with different communities in Kirklees; different racial groups' involvement in consultations; advice and support to different communities on legislative and other guidance specific to race relations; existing community intelligence and partnerships.

In your assessment you might find:

- a). **that all of your service functions/powers/duties** are relevant to and can demonstrate actions against all 3 elements of the general duty
- b). **that some of your service functions/powers/duties** are relevant to and can demonstrate actions against all 3 elements of the general duty

- c). **that some of your service functions/powers/duties** are relevant to and can demonstrate actions against 1 or 2 of the elements.

Step 2 - Further scrutiny by asking the following questions:

1. Which racial groups are affected?
2. Is there evidence /reason to believe different groups could be differentially affected?
3. What is the degree of relevance of this function/power/duty towards different racial groups?
4. Is there existing evidence of differential outcomes for different racial groups?
5. Is there any public concern that functions/powers/duties/policies are being operated in a discriminatory manner?

A screening process would be a useful management tool for Services. Please refer to Appendix 2 for the proposed screening template to be used.

Continuing The Process – Year 2 (2003 – 2004)

Repeat the process of year 1 but this time the Services will be those identified as medium priority.

Continuing The Process – Year 3 (2004 – 2005)

As stated above, the final year of the RES will be about continued consultation, publication and implementation regarding the outcomes of impact assessments. It will also be an opportunity to review progress and plan for the RES 2005 – 2008.

Action Required In Employment

As well as the implications for service delivery there are implications for employment. Therefore any action must include a corporate acceptance that the employment aspects of the Act

should also be addressed and assessed. **This is why HRSU is being proposed in year one to drive forward the requirements with regard to employment.**

The same screening process will apply to employment policies and procedures. Details of what is required are outlined in the next section 'Employment Aspects' of this document.

What Will Be the Outcomes After the First 3 Years?

These will be:

- All Services will have gone through a process which will have allowed them to identify their functions/powers/duties for impact on race equality
- This process will afford a staged and managed consultation with the community as the impact assessments were taking place and their results being identified
- This process will afford the opportunity for Services to plan for other auditing mechanisms which could be used in the process of impact assessment e.g. Best Value, external auditors e.g. SSI

Conclusion

It is suggested that the results of the impact assessments should be subject to consultation with different community groups as required by the Act with the view to:

- Inform the different communities of the results of the impact assessment
- Publish the results of their assessments, consultation and monitoring
- Identify and agree where change needs to be implemented
- Involve where appropriate community representatives in addressing said change
- Report to Service Board/ EMG / Cabinet

8. Employment Aspects –

Kirklees Council was nationally commended by the Equal Opportunities Commission in 2000, as a model of good practice, for its Recruitment and Selection procedure. This procedure goes some way to assisting the council to comply with the specific duties on employment under the RR(A)A.

What has to be done

In terms of employment the specific duty under the RR(A)A requires the council to outline its arrangements for the following:

- Monitor by ethnicity applications for jobs, existing members of staff (by grade) and promotion.
- Monitor by ethnicity Performance Appraisals, grievances, disciplinary action, training dismissals and any other reason for leaving.
- Annually publishing the results of the above monitoring.

All employment policies and procedures will be subject to the assessment model outlined in the previous section. Therefore such policies and procedures will: go through an impact assessment, monitor any adverse impacts, publish results of assessments etc. All these policies are addressed in Year One of the assessment model, and will be predominantly linked to HRSU.

Existing mechanisms

The council has for many years had the ability to record recruitment and workforce profile data. At present we can:

- ✓ Provide a breakdown, by ethnic origin, of those who make an application for jobs.
- ✓ Identify who has been short-listed for jobs by their ethnic origin.
- ✓ Can produce workforce profile data both corporately and at a departmental level.

The above mechanisms have enabled Kirklees Council to identify under representation in the workforce, which assists services to take positive action to redress such under representation.

Further action required

This RES will include processes to extend the monitoring mechanisms we already have. Priorities identified in this part of the scheme relating to monitoring by ethnicity are:

1. Acting Up, Secondments and linked career grades
2. Performance Appraisal processes
3. Access to training and development (presently done by some services but it is not consistent across the council)
4. Grievance and Discipline procedures
5. Capability procedure
6. Ill health processes
7. Dismissals and any other reasons for leaving

The council is also updating its minority ethnic monitoring categories in line with those used in the 2001 Census, plus a locally determined decision to recognise the Kashmiri community.

Some of the above priorities rely on the systematic collection of data, which will be assisted in the authority by the new Delphi Human Resource database. However other procedures such as grievance and discipline will need to be carefully analysed, not least because they can be more subjective processes.

Treaty of Amsterdam (Article 13)

Kirklees Council has always demonstrated a commitment to value an individual's religious belief and faith. Therefore we welcome, and will implement, this European Employment Directive which prohibits discrimination/harassment on the grounds of religion or belief in employment and training.

Publishing Employment Monitoring Information

Most services at the moment receive quarterly monitoring information regarding applications for jobs and workforce profile data. This reporting process will continue, however an annual council report including the new monitoring information outlined above will be published in May 2003.

Other Measures Promoting Race Equality in Employment

Race Equality often requires an organisation to take positive measures to redress inequality and enhance diversity. Kirklees council has a good track record in this respect in employment:

✓ Setting Targets

On an annual basis, making reference to workforce profile data, services set targets in recruitment where under-representation exists. Across the council for 2001-2002 the target for BME employees was 8%. Corporately the council made good progress and came extremely close to attaining its target - the present figure is 7.8%

A new target has just been agreed for the coming year which is 8.3%. In a way the more important issue now is the BME representation at different grades within the workforce, there is a particular issue pertaining to lack of representation in the senior posts. One of the ways the council is looking to address this issue in senior positions is to develop an internal development process for under-represented groups in higher graded positions.

✓ Targeting Adverts

To encourage members of the BME community to apply for jobs in Kirklees council, all services consistently target adverts and encourage applications from BME communities where under-representation exists.

✓ Pro-Active Recruitment

An enhancement to the last point regarding targeting adverts has been the recent adoption of a pro-active recruitment process, see www.kirklees.gov.uk ... for details. The basis of this approach is to target advertisements at under-represented communities, both BME and disabled people, and actively support candidates throughout the application process to ensure that equity is achieved by all those that apply.

In many ways the most significant enhancement in this process is the allocation of a "Marketing Manager" who works with agencies

and individuals to increase applications for jobs. Thus far, with particular reference to a pilot, the process has resulted in an increase of applications from members of the BME community.

✓ **Positive Action Training**

Since 1992 Kirklees council has developed and implemented a Positive Action Training Scheme for members of the BME community. Again, where under-representation exists within services one to two year placements can be offered to individuals giving them experience and training in a variety of jobs across the council.

Legally the council is unable to guarantee employment at the end of the scheme, but it is very positive that since the scheme's inception around 88% of participants have gone on to gain employment, either in or outside the council.

✓ **Black Workers Groups**

Historically, Kirklees has supported BME employees with a number of support mechanisms. A council-wide Black Workers Group has been in existence and is about to be re-launched. Certain services themselves also set up Black Workers Groups, a good example being the present one in Social Services.

The above groups are important forums both in terms of employees supporting each other and the council having a resource to call upon to help develop policies and practices. It is envisaged these groups will play an integral role in the scrutiny of impact assessments throughout the life of this RES.

9. Arrangements for Assessing and Consulting on the Likely Impact of Proposed Policies/Procedures

Under the RR(A)A the council is duty bound to set out its arrangements to assess and consult on the likely impact of proposed policies. Kirklees Council has a good record on active consultation with the community, and the good practice in this area outlined in section 6 'Our Commitment to Engagement...' demonstrates this very well. Outlined below is how the council will build on this good practice to meet this specific duty.

Assessing Impact

The mechanisms that the council will use include the following:

- Analysing Census data from 2001 national survey.
- Local population data, including Ward Profiles etc.
- Using any relevant passed data, which may include monitoring in services by ethnicity, recruitment data, and complaints/compliments.
- Research commissioned by the council, for example recent review on equalities by the Office for Public Management, Peer Review etc.
- Comparative analysis of research with other authorities and national research.

It is essential that the council have mechanisms to ensure race equality is being considered as a matter of course. The success of this will be determined how well equality/diversity is mainstreamed throughout the organisation. There is a clear link here to how race equality is picked up through the adoption of the LGA New Equality Standard, please see section 17 for details. Along side the new standard there are other specific measures that could be taken to mainstream race equality and diversity. These include:

- a) Ensuring that the 'champions' of equality/diversity within the officer and Member arenas are continuing to provide strong leadership within the council.
- b) All reports address race equality and diversity implications within the standard report format.
- c) Amending the Scrutiny process in the council to include explicit reference to race and diversity.

Consultation Arrangements

As outlined above section 6 'Our Commitment to Engagement....' describes the broad context of our consultation mechanisms. In addition to these mechanisms there are specific consultation processes that certain services use to focus on BME communities, these include:

- The community based Race Equality Network, which has recently considered issues on health and employment for BME communities.
- Kirklees Race Equality Council
- The Housing Equality Forum whose membership includes, Tenants and Residents Association, Housing Associations, and individual members of the community. The forum is currently considering a BME housing strategy.
- Trade unions
- Internal Black Workers Groups.

It is important to recognise that certain consultation arrangements are organised as ongoing mainstream processes, for example Best Value review and Community Planning. Often though, the council will need to, and has done in the past, undertake specific consultation to respond to needs of the BME community as they occur.

There is a strong tradition in Kirklees Council to use appropriate and accessible consultation methods to respond to the needs of the community. Some of these methods include: maximising existing networks; public meetings; focus groups; surveys/questionnaires etc. These methods and others provide important quantitative and qualitative information for the council to act upon.

The commitment to ongoing effective consultation on race equality underpins the community engagement agenda that Kirklees Council embraces. This commitment is vital to ensure that the Assessment Model outlined in section 7 becomes a reality, and thereby becomes custom and practice for the council.

10. Arrangements for Monitoring Adverse Impacts of Policies/Procedures

This part of section 71 of the RR(A)A is essentially about ensuring the council gains feedback in data about any adverse impact of policies regarding the promotion of race equality. Intrinsicly this is linked to the previous section, particularly in terms of some of the methods the council uses to gain feedback.

In many ways the process starts with analysing data. As mentioned in the last section this will be a combination of data based on 2001 Census information, ward profiles, service user profiles etc. This collation of information gives the council a base line to work from, in terms of monitoring adverse impact.

Kirklees Council has historically used a variety of feedback mechanisms as indicated in the last section. All these mechanisms have been used to get feedback on people's experience on the implementation of policies and services. Specific examples around BME community include: Leeds University Survey, Consultancy report re BME and Disabled Employees, ACT (African Caribbean Trust).

Complaints Procedures

In section 15 of this document the variety of complaints procedures are outlined in detail. All of these procedures have been brought in line with provisions of the RR(A)A. Again this will be a source of monitoring information to enable services to make judgements about any adverse impact of policies.

A number of services also run compliment procedures along side complaints. Such procedures should not be precluded from being a source of management information around monitoring any adverse impact.

The frequency that services will need to monitor any adverse impact to complaints procedures is outlined in section 15. However, this data collection across the services will also become an important part of the council's Race Equality Report due in May 2003.

11. Publishing the Results of Assessments, Consultations and Monitoring of Adverse Impact

In line with the duty under the RR(A)A Kirklees Council will publish the results of assessments, consultations, and the monitoring of adverse impact. Each service will have a responsibility to comply with this duty throughout the year, and the process will be embedded in documents such as Service Plans. For the Council has a whole compliance with this part of the RR(A)A will be achieved through the production of an annual Race Equality Report – the first one will be published May 2003.

12. Ensuring Access to Information and Services –

Access to information and services have been a key priority of Kirklees Council for many years. Here is a summary of some of the services, policies, procedures and practices that contribute to making information and services fully accessible to the BME community:

Community Languages Service

The Community Languages Service (CLS) is run by the council and has approximately 130 interpreters covering about 40 languages. As well as providing translation and interpretation services it also advises on the communication aspects of council policy and strategy development. The service meets the translation and interpretation needs of a wide range of customers including the local authority, other statutory and partnership agencies and local business.

Bi-lingual staff

For many years Kirklees council has employed bi-lingual staff in key front-line services to support the council's aim of making all services accessible to the BME community. Earlier this year both Cabinet and EMG endorsed the proposal to increase the number of bi-lingual staff employed throughout the authority.

Community newspaper

The council's community newspaper Community News is translated into any community language on request.

Minority ethnic press

The council publishes articles, information and job adverts in the local minority ethnic press.

Key council documents

There is an ongoing commitment from the council to translate key council documents into the most commonly used community languages. In Kirklees these are Urdu, Punjabi, Gujerati and Pahari.

Currently there is a mapping exercise taking place to improve the mechanisms for identifying key documents for translation and to allocate a specific budget for this purpose.

Web site

There are plans to put information in the most commonly used community languages on the council's Web site. The process of targeting information to be translated has begun and a project plan is currently being developed.

Provision for asylum seekers

In Kirklees a project has been set up in conjunction with the National Asylum Support Service to support asylum seekers and help them to access a range of council and other statutory services. The project has one main accommodation centre in Huddersfield called Clare House which caters for 30 people as well as a number of other houses and flats throughout Kirklees catering for approximately 168 people.

The project employs a number of support workers who help asylum seekers to find accommodation, register with a GP, get children into local schools and generally to settle in the community. The project works closely with the Community Language Service for translation and interpretation as well as liaising with other council services, particularly Social Services, Education and Housing.

Support for the asylum seekers is offered on a long-term basis and the project continues to offer assistance to people who have obtained their right to stay in Britain from the Home Office. Many asylum seekers find social support from the KRAFT project (Kirklees Refugees and Friends Together) which offers the opportunity to socialise with other refugees and people from the same community.

13. Training of Staff on Issues Relevant to the General Duty

What follows are Kirklees Council's arrangements for meeting its duty to train and develop employees in relation to the general duty to promote racial equality. It also includes an indication of what activity has taken place so far.

Training activity to date

Over the past 18 months there has been a significant amount of training and development in the council around both the Stephen Lawrence Inquiry Recommendations and the RR(A)A. Such training and development has included the following:

- ✓ Corporate Management Forums both on the Stephen Lawrence Inquiry and the RR(A)A.
- ✓ Service briefings by Equality Officers and trainers on the implications of the above.
- ✓ Corporate briefings on the council's Racist Incidents Policy/Procedure.
- ✓ Specific 1day workshops for major frontline services on the Racist Incidents Policy/Procedure.
- ✓ A rolling programme of Equality in Practice workshops.

Future Commitments

Once the RES has been agreed, training and development around the general duty of the RR(A)A will increase and become an embedded part of the council's training plans. Commitments thus far include:

- Provision in the council's corporate Learning and Development Plan for 5 large workshops for employees who have particular responsibility regarding the general duty of the RR(A)A.
- A specifically designed workshop on the general duty to be included on the council's short course programme.
- Individual services providing development for employees on the general duties within their own training plans.
- Awareness of the general duty to be included in induction programmes.
- A discussion about the general duty with all employees through the appraisal process

- Management team briefings facilitated by Equality Officers.

All the above development will be a combination of increasing an employee's knowledge around the general duty under the RR(A)A. However, there will be a significant element of skill development within the variety of programmes the council offers, a good example being how employees need to conduct impact assessments and draw up action plans.

It is important that the aforementioned commitments around training and development are evaluated. Kirklees Council will undertake an appropriate evaluation exercise to ascertain how well employees in the council understand their responsibilities under the RR(A)A.

14. Procurement

The Council will promote racial equality through the procurement process by giving guidelines to existing/potential suppliers and contractors on how to comply with the Equality Criteria in the procurement process. Two high profile information seminars were held in May 2002, which attracted a lot of businesses in this region, including small businesses from the Black and Minority Ethnic Communities. We are also represented in a national working group led by the CRE that is drawing up standard equality criteria and guidelines to be used in assessing Council contracts and suppliers.

Kirklees Council has just produced a 'Corporate Procurement Strategy' that actively links to organisational priorities outlined in section 4 of this document. For more details on the Strategy please visit www.kirklees.gov.uk

15. Complaints –

From April 1st 2002 Kirklees Council has been using a new policy and procedure to record and manage racist incidents in service delivery. The policy was developed by a multi-agency working group including Kirklees Council, KREC, the Police etc.

Corporate Racist Incident Policy/Procedure (Service Delivery)

The purpose of the Corporate Policy and Procedure is threefold:

- To provide a sensitive and supportive service to victims (service users/members of the public) of racist harassment and discrimination,
- To identify and deal appropriately with alleged perpetrators,
- To support the compiling of statistics on Racist Incidents/Harassment experienced by users of Council services. The analysis of which will lead to improving the service the Council provides.

The Corporate Policy and Procedure has been developed in response to the legislation and policy requirements, such as:

- Section 71 of the Race Relations (Amendment) Act 2000, see **Section One** for details
- The Stephen Lawrence Inquiry Report Recommendations (MacPherson – Feb. 1999) and the Home Office Guidance on Recommendation 15 of the Inquiry report (April 2000)
- The Crime and Disorder Act 1998, section 17 and the Human Rights Act 1998, Articles 3, 6 and 9
- The Audit Commission Best Value Performance Indicators (2001/2002, BVPI 174 & 175) on the number of racist incidents recorded and action taken
- Kirklees Council's own Equal Opportunity Policy and Kirklees Partnership Vision.

Reporting Mechanisms/Responsibilities

All services are expected to complete a corporate racist incident monitoring form for each incident in service delivery. The services must analyse incidents in their respective areas and report twice a year corporately.

Responsibilities regarding the reporting of incidents include: the number of incidents; the outcome of those incidents; a breakdown of incidents by ethnicity, and any identifiable themes within recorded incidents.

A significant number of briefings and training sessions on the implementation of the policy and procedure have already taken place, refer to section 13 'Training for staff...' for details.

Further information is on the policy/procedure and associated guidance, please visit -

<http://kirklees/you-kmc/kmc-policies/racism.shtml>

Hate Incident Centres

Complaints around discrimination obviously go beyond race. Kirklees Council is presently running a pilot in relation to 'Hate Incidents'. Two Hate Incident Reporting Centres have been established in North and South Kirklees to address any incident that is perceived to be racist or homophobic.

The pilot has been developed through a multi-agency approach and aims to encourage the reporting of hate incidents by providing the public with the facility to report such incidents at locations other than police stations. The lead service from the council is Housing. For more information please contact???

Incidents between Employees

At present incidents between employees of a racist nature are dealt with through the council's Personal Harassment Procedure. This is soon to be replaced by the new 'Dignity at Work policy which will be more wide-ranging and will encompass issues like bullying in the work place.

16. Education –

In many respects Local Education Authorities (LEA) are subject to the same duties under the RR(A)A, however there are some important differences, e.g. monitoring the attainment levels of pupils. What follows is an outline and context of how Kirklees LEA will work towards compliance with the RR(A)A.

Vision statement for LEA

The Kirklees LEA vision for equality/diversity is that there should be no difference in the quality and value of the treatment between one person and the next.

This does not mean treating every one the same but responding to the needs of the specific individual irrespective of their age, colour, locality, disability, ethnic or national origin, gender, marital status, nationality, race, religious belief, responsibility for dependants, socio-economic status, sexual orientation or trade union membership.

We share the Local Strategic Partnership's aims and values of equality and community involvement as articulated in the Community Strategy 2012. The heart of the vision is based on "harnessing the strengths of diversity". The Strategy identifies ten challenges over the next ten years, including a commitment to reduce all forms of discrimination and prejudice.

The LEA Curriculum Statement expresses our commitment to high standards of attainment and the highest possible quality of educational opportunities, which are socially inclusive and responsive to a range of needs and aspirations. We aim to prepare all pupils to live and work harmoniously in our multicultural society and to be able to make their contribution as citizens in establishing a more just and fair world.

To fulfil the LEA's statutory duties relating to race, gender, disability and human rights, we will:

- work towards eliminating unlawful discrimination
- promote equality of opportunity and
- promote good relations in order to foster inclusion in the wider educational community.

To achieve our aims, we will develop an Equality Scheme for the Education Service with a specific race equality focus. This will include a programme for action that will enable us to monitor and evaluate progress and to celebrate and share the good practice, which supports our vision for equalities. The Education Service wishes to comply with the legislation and actively promote positive action against discrimination.

We will share our vision with our school community and support schools in its implementation by developing specific guidance on race, gender, disability and special educational needs, sexuality, religion, age and reducing the impact of poverty and economic disadvantage on educational attainment. We will also promote good practice on inclusion, race equality and cultural, linguistic and religious diversity. This will enable schools to:

- challenge and eliminate discrimination
- promote good relations
- raise standards of educational attainments for all groups of pupils
- reduce the impact of poverty and economic status in educational attainment
- embed equalities principles into their philosophy, ethos and practices and
- promote and celebrate difference

We will work in partnership with others in the wider community to drive our vision and achieve our aims.

Policy and guidance on Racial Equality

The Race Relations Amendment Act 2000

The Act imposes a positive duty on schools. The legislation applies to all educational institutions maintained by the LEA. The Act places general and specific duties, with which governing bodies must comply.

The general duties

The general duty applies to all public authorities including schools. The Act places three duties:

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

The specific duties

The Act places specific duties on governing bodies of schools before 31st May 2002 to:

- 1a) prepare a written statement of its policy for promoting race equality (the policy statement must be formally approved by the Governing body) and
- 1b) have in place arrangements for fulfilling, as soon is reasonably practicable, its duties under Paragraph 3 (i.e. an implementation plan)

2a) maintain a copy of the policy statement

2b) fulfil the duties outlined in the implementation plan

The policy should outline how it will:

i) assess the impact of its policies, including its race equality policy, on pupils, staff and parents of different racial groups including, in particular, the impact on attainment levels of such pupils; and

ii) monitor, by reference to their impact on such pupils, staff and parents, the operation of such policies in including, in particular, their impact on their attainment levels of such pupils

The LEA has specific employment duties. To enable the LEA to meet these duties, schools as part of their general duty must supply the LEA with appropriate employment data. This includes the numbers of:

- i) staff in post, and
- ii) applicants for employment, training and promotion from each ethnic group.

Where schools have more than 150+ full time staff, they will also need to provide the numbers of staff who:

- i) receive training
- ii) benefit or suffer detriment as result of its performance assessment procedure
- iii) are involved in grievance procedures
- iv) are the subject of disciplinary procedures
- v) cease employment with the school.

The LEA must publish annually the monitoring results.

Foundation and aided schools

The governing bodies of these schools are required to comply with the legislation. We recognise that their responsibilities are different from maintained schools. We hope that the advice offered by the LEA is helpful in contributing towards compliance.

Private and voluntary organisations

The LEA is responsible for meeting the general duty when carrying out its functions with other organisations. For example through the Early Years and Childcare Partnership. Where the partners are other public authorities they will be subject to the duty. However if they are private or voluntary organisations the LEA will need to make sure that the work undertaken jointly meets the LEA's race equality duties. Private and voluntary partners do not have any similar obligations. The LEA must therefore place the duties within the terms of the contract.

Proportionality

In practice schools should give the highest priority to those functions and policies that have the greatest effect on the public and that could affect different racial groups in different ways. The duty will be particularly relevant to functions such as pupil admissions; assessments; raising attainment levels; delivering the curriculum; discipline and exclusions; guidance and support and staff recruitment and selection.

When “relevance” or proportionality is judged, the size of the minority ethnic population in your area does not matter. Race equality is important, even if there is no one from a minority group in the school or the local community. Education plays a vital role in influencing young people, because the views and attitudes they form as pupils will probably stay with them for the rest of their lives. Also, racist acts [such as handing out racist literature] can happen in any school.

Further guidance on fulfilling the statutory duties is contained in the CRE’s “Statutory Code of Practice on the duty to promote race equality, a guide for schools” and the Framework for preparing a Race Equality Policy for Schools, available from www.cre.gov.uk, and Kirklees LEA model policy framework, available from EDNET at www.kirklees.gov.uk

Any School Race Equality Policy Framework should include:

1 Introduction

Context of the school, ethos, staff, pupils, community profile etc.

2 Statement of values

Ethos and equality principles, schools can adapt the statements from the LEA Equalities Vision if required.

3 Aims of the policy

The aims of the policy are (suggestions):

- To work towards the elimination unlawful discrimination
- To promote equality of opportunity and
- To promote good relations in order to promote inclusion in the wider educational community.
- Any other school specific aims

4 Purpose

The purpose of this policy is to: (suggestions)

- Address and raise standards of educational attainment for those groups of pupils at risk of underachieving, these include pupils of African, and Pakistani descent, Traveller pupils and children of Refugee and Asylum Seekers ...
- Promote an inclusive curriculum, ethos, learning environment
- Celebrate cultural differences
- Promote a climate of understanding, respect and harmony
- Combat discrimination, prejudice and harassment
- Address under-representation of black and minority staff in schools

5 Consultation with the school community

How the governing body consulted on the policy with its school community, the methods of consultation, and the outcomes of the consultation to review the policy.

6 Partnerships with parents, governors and the wider community

The policy should refer to how the school will encourage participation in the life of the school and improve access to work towards promoting good race relations between people from different racial groups.

7 Relationship to other school policies, including employment related policies and guidance

How the race equality policy links to other school policies. For example teaching and learning; recruitment and selection; admissions; attendance; exclusions; behaviour; pupil assessment and the curriculum etc.

8 Implementation strategy

This is an essential part of the policy and is required as part of the specific duties. How the policy will be implemented, with a clear action plan and the mechanisms for monitoring and reviewing policies and progress.

9 Time-scales

All actions should have realistic dates for completion.

10 Leadership, management and governance

The policy should make clear what the roles are for those involved in the school and where the responsibility rests for leadership, management and governance.

11 Breach of the policy

What will happen if the policy is breached by pupils, staff and others, and the procedures for managing any complaints arising from the breach of any policy.

12 Staffing – recruitment, training and professional development

Schools have a general duty to eliminate discrimination and to provide the LEA with specific employment related data. This section should include a statement of commitment to a fair recruitment and selection procedure, monitoring the outcomes of any recruitment process, access and outcomes to training and professional and positive action initiatives to address under representation.

13 Monitoring, assessing and reviewing the policy

Schools have specific duties to assess and monitor the impact of its policies on pupils, staff and staff from different racial groups. The policy should set out briefly how this will be achieved. For example monitoring of school policies may include behaviour and discipline, exclusions, racial harassment, attendance, admissions, pupil progress and assessments, teaching and learning and curriculum content, pastoral care.

14 Date of next review

Time-scale and annual review cycle for monitoring progress of the implementation of the policy.

Signed

Signed

Chair of Governing body

Head teacher

Date

Date

Optional

Schools are invited to submit their approved school racial equality policy statement to the LEA for an Equality Charter Mark.

Strategic aims

Our Race Equality Scheme identifies five strategic aims these are to:

1. Raise standards of attainment of under attaining groups of pupils
2. Promote equality of opportunity and good race relations between persons of different racial groups
3. Address the under representation of minority ethnic groups in the workforce
4. Review our functions and policies to identify adverse impact
5. To develop a communication strategy to support the delivery and promotion of the Education Service RES

The objectives for the strategic aims have been identified from the various service plans and a gap analysis. We seek to make the RES an integral tool for the planning and delivery of our services. Please refer to EDNET at www.kirklees.gov.uk for the details regarding the objectives.

Section Three:

Mainstreaming Race Equality and Diversity

17. The new LGA 'Equality Standard for Local Government'

The success of compliance with the RR(A)A, race equality and diversity in general will be very dependent on how well these issues are mainstreamed throughout Kirklees Council. A key mechanism for mainstreaming will undoubtedly be the positive adoption of the new LGA Equality Standard.

The basis of the New Standard is generic by nature. Foremost it focuses on the concept of equality and diversity, but retains the recognition that particular groups e.g. BME communities, disabled people, women and gay/lesbian/bisexuals would encounter a greater degree of discrimination.

Importantly, the new Standard attempts to mainstream equality in a way that builds on the old CRE standards. The new Standard's use in Local Government will be assessed by how it is applied through existing mechanisms and initiatives. For example, it will need to be integral in:

- Best value performance plans
- Guidance on Best Value and Beacon Status
- Best value performance indicators, especially those on equalities
- Best values reviews
- Scrutiny by the local community
- Community planning

As you can see the Standard relates to the modernisation of local government and is intrinsically linked to performance measures and the enhancement of local democracy.

The Standard will work by employing a continuous improvement model of equality management. Therefore, even when an authority attains level 5 the expectation will be that it will set new targets to progress the equality agenda further.

The new Standard will be a corporate “health indicator” for the council (BVPI 2).

One of the attractions of the new Standard relates to the potential of using the framework to comply with equality legislation. For example, it highlights issues around the “anticipatory duty” in part 3 of the DDA and relates very well to the construction of a **Race Equality Scheme under the Race Relations Amendment Act 2000**. A good example of how the RR(A)A is addressed in the new Standard is in level 2, ‘Assessment and Consultation’, which focuses on the process of conducting impact assessments within services and the associated scrutiny by the community.

Overall the new Standard addresses more fully the fundamental issue of mainstreaming equality issues throughout local government processes. In theory the Standard offers one overall framework, through which services and the council as a whole can potentially address a multitude of issues. These issues include challenging inequality, legislative compliance, promoting good practice etc. If the framework is developed by application to performance measures and an ever-changing local government agenda, equalities/diversity should become more “custom and practice”.

Kirklees Council is planning a staged transition regarding the adoption of the new Standard. The council will build on good practice developed under the old CRE Standards and will aspire to attain level 2 of the new LGA Standard.

18. Moving to Equality/Diversity –

Changing the way we behave, manage and relate to our community

Local Government has much to be proud of in leading the way on improving the policies and practices of local authorities in relation to race, gender and disability. It should be recognised that much has been achieved through this leadership even if there is still some way to go yet.

Local authorities in the 1980's led the way on an equal opportunities agenda; it was common to find Equal Opportunity Units, often central policy making sections, with specific units dealing with race, gender and disability.

The main thrust of this equal opportunities approach was. To a certain degree, to show that the organisation treats people equally and ignores the differences. Well meaning in its intentions, the ethos at the time was to be inclusive to those groups which were perceived to be in need of support in the organisation. And it was successful to a point; it is important to hang on to those successes.

But it has to be recognised that it wasn't wholly successful and the evidence is there to support this. The number of senior managers who are women, disabled and/or from ethnic minority communities is still too low. Service provision still does not wholly take into account the needs of different and diverse communities. Again it should be remembered though that Kirklees Council does have some excellent practice, both in employment and service delivery, that values and responds to individual needs. One of the issues is that such progressive practice is not a shared experience across the organisation.

Many organisations are now in a transition period of moving from the "equal opportunities" agenda which equated to "sameness" and treating people equally towards one of diversity. What does diversity really mean? It is used quite liberally with little definition. Diversity means treating people equitably and fairly and recognising the differences. The dismay, and even anger at times, towards the equal opportunities approach came about because of the lack of appreciation that women, disabled people and those from ethnic minorities have different needs.

Diversity highlights and values differences. It improves opportunities and services for everyone (white and ethnic groups alike), it delivers a change in the way "we do things round here". Managing diversity incorporates all employees' perspectives into the main work of the organisation. It goes on to use those different perspectives to improve performance and ways of working and it redefines the culture. It requires leadership from the senior management team and Members.

The drivers for changing to a diversity approach are strong and compelling. The demographic changes are well documented and show that the workforce is increasingly made up of women. More young people entering work are from ethnic minority communities, the second and third generations from these communities have very different expectations. Thinking that they will be happy to be assimilated into an organisation with an equal opportunities culture and behaviour where "sameness" is expected, will not work.

Our customers are changing, 50% are women. Across the UK, ethnic minorities form 7% of the population but this is variable by area. The 2001 census will help us identify better Kirklees ethnic minority populations. 20% of the population is 60 and over and 20% of the population has a disability. Legislation is also increasing recognition of different and diverse groups, the Race Relations Amendment Act is one of the most recent and most powerful in moving organisations into a proactive approach to recognising the diversity of race.

Kirklees, like many others, has started on this journey, we recognise we have some way to go but we have made a promising start. Our plans and policies and programmes will continue to take us down this road in the way we deliver services, in our employment practices and in our relationships with our communities.

23. The Community Cohesion Agenda –

Last summer saw a number of high-profile incidents, particularly in Northern England, where relationships between communities broke down. The subsequent national debate, informed by such reports as Cattle, about improving how communities live together has been embraced by Kirklees Council.

The debate about community cohesion in Kirklees has begun, and a Community Cohesion Group has been established. The commitment from the Council on this issue of improving community relationships comes from the basis of valuing different communities. The Council is intent on engaging with the whole community regarding the community cohesion agenda, but as a starting point cites some core values that are relevant to community cohesion:

- Equality and fairness in the treatment of individuals and communities
- Commitment to dialogue and consultation
- Toleration, compromise and accommodation
- Recognition and respect for diversity
- Determination to confront and eliminate racism and xenophobia

Objectives

Broad 'values' are important to aspire to, but they must be supported by clear and achievable objectives.

Coping and responsive objectives:

- Continue to nurture trust between community representatives and agencies
- Respond strongly and consistently to racist incidents
- Use networks to ensure that provocations and unsubstantiated rumours are prevented from taking hold
- Ensure that accurate information is available

Objectives focused on areas of actual or potential community conflict:

- Respond directly to deprivation, through neighbourhood renewal and other complementary strategies
- Develop appreciation of x-community common interest in key issues: environment and community facilities, education, transport, community safety, challenge to agencies
- Provide the information background and the safe constructive context that allows areas of mutual suspicion between communities, and between communities and agencies, to be addressed.
- Promote and celebrate mutual understanding of community histories, cultures, faiths, values, aspirations and concerns. This may be more difficult with poor white communities than others.
- Focus the above objectives on direct work with young people in particular, and increase their breadth of experiences and opportunities.

Objectives for Kirklees as a whole:

The above sets of objectives will be difficult to pursue and we must focus on a relatively small number of areas if we are to have sufficient impact to make initiatives worthwhile. But those which are concerned with challenging racism, exposing myths, stopping rumours and increasing mutual community understanding should be pursued everywhere in Kirklees.

Relevance of 'Cantle' Recommendations

Given these objectives, the following areas of the Cantle recommendations are relevant to Kirklees:

Community facilitation:

- Frank discussion over issues of suspicion and tension at local level
- Establishment of common ground over key issues
- Development of mutual understanding between cultures/faiths

- Challenge to **all** with a community leadership role, to act positively and with care

Children and young people:

- Increased youth activity, especially in areas of deprivation and tension
- Use of arts and sports initiatives to engage young people, increase confidence and self-belief, break down barriers and challenge racism

Community regeneration:

- Neighbourhood renewal schemes and local area committee approaches
- Thematic schemes

Public agencies - general:

- High profile commitment to community cohesion amongst political, and other, community leaders
- High degree of public probity, with concepts extended to explicitly incorporate need to combat racism and develop community coherence
- Targeted recruitment and career development to reflect community balance in main agencies
- Increase understanding of communities of Kirklees
- Increase understanding of implications of equality and diversity
- Care over the allocation of resources
- Provide services in diverse ways, to meet diverse community needs
- Funding initiatives to be thematic wherever possible, and to incorporate community cohesion challenges

Specific public agencies:

- Police to pursue local patch-based policing
- Schools to use curriculum and pastoral arrangements to pursue community cohesion

Kirklees Partnership:

- To ensure community voices are balanced and influential
- To adopt values and approaches which support community cohesion
- To develop a Community Cohesion strategy
- To lead challenge to local employers over equality of access to jobs and careers

Local area structures:

- All to recognise their responsibilities towards community cohesion
- Those in areas of tension to be supported as significant local agencies for community cohesion.

There are other elements of the Cantle recommendations that we do not wish to pursue, at least immediately:

- Managed, directed, physical integration of communities
- Regulation of school intakes to achieve greater integration.

Section Four:

Appendices