



HEREFORDSHIRE
COUNCIL

DRAFT

Race Equality Scheme

2005-2008

A Race Equality Scheme and Action Plan for
Herefordshire Council

“Build an equal and inclusive society”

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1. Introduction

Herefordshire Council's Race Equality Scheme was introduced in May 2002. Changes have taken place since our first Scheme was developed and this review aims to identify our achievements and introduce a strategic action plan for 2005-2008, as per the requirements of the Race Relations Amendment Act 2000.

The Race Equality action plan 2005-2008 is included in **Appendix 1**.

A one-page description of our 2002-2005 Scheme can be found in **Appendix 2**.

2. Herefordshire Profile

Herefordshire has a population of about 176,900 (2003 estimates). The County has a low proportion of residents from black and minority ethnic (BME) groups. According to the 2001 Census, approximately 2.5% of residents (4,305) were from BME groups. This compares with 13.8% in the West Midlands Region and 13% in England. Further information on the BME population in Herefordshire is included in **Appendix 3**.

Between August 2003 and April 2004 the University College of Chichester carried out research into the experiences of ethnic minorities within Herefordshire. The research was commissioned, and largely funded by the Council with a contribution from the West Mercia Constabulary (Herefordshire Division), via the Herefordshire Race Equality Partnership.

One of the goals of the research was to accumulate reliable evidence with regards to the numbers of specific groups of people. To a great extent this goal was supported by the 2001 Census data and as a result the figures and patterns suggested in the report are mostly drawn from the Census.

An executive summary of the report is attached at **Appendix 4**. A full version of the report is available from our website www.herefordshire.gov.uk

We do not have robust data about the BME groups living in the county. It is, however, recognised that Gypsies and Travellers probably form the largest ethnic minority group. Accurate numbers are not available, as this category was not reliably counted by the Census. Twice a year the Office of the Deputy Prime Minister undertakes a "caravan count", assessing the number of the Gypsy and Traveller communities. This assessment does not give a comprehensive number of households, as not all members of these communities live in caravans. The most recent figures available are from the 16th July 2003, when 119 caravans were counted in Herefordshire. This number had decreased from 142 caravans counted in July 2001.

There is, currently no data on the number of non-British EC nationals in the county. However, anecdotal evidence suggests that there has been an increase in the number of Portuguese people, who come to Herefordshire for employment.

Herefordshire has also experienced an influx of seasonal workers, coming predominately from Eastern European countries to assist in agricultural work. These workers reside in the county for up to six months, staying under the Seasonal Agricultural Workers Scheme. In October 2004 the Home Office estimated a total of 3,198 students participating in the scheme between January and August 2004. 48% of the Herefordshire workers originated from Ukraine, followed by 12% from Bulgaria.

Further details can be found in **Appendix 5**.

It is important to stress that migrant workers bring benefits to the economy of Herefordshire. Their contribution is partly in their spending power when they are present in the county. The above-mentioned University College of Chichester report outlines that temporary foreign workers involve no cost to the area or the UK for prior education, very little for health and by definition none for old age.

3. Council's Employment Profile

Herefordshire Council is the largest local employer. There were 5,356 employees in 2004. The Council's workforce profile is currently under-represented (as shown in the Best Value Performance Indicators) in:

- numbers employed from black/ethnic minority groups.
- numbers employed under 25 (a project has been commissioned to make recommendations to address this);
- numbers employed declaring a disability as defined in the DDA;

4. Summary of the Race Relations (Amendment) Act 2000

In April 2001 the new Race Relations (Amendment) Act 2000 (RRAA) came into force. It places both general and specific duties on local authorities to promote race equality and prevent unlawful racial discrimination.

The Act requires the Council to publish a Race Equality Scheme, illustrating how it intends to meet the RRAA obligations under the general and specific duty.

The General Duty requires:

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

The Specific duty requires:

- publishing of a Race Equality Scheme
- publishing of a statement of the functions and policies, or proposed policies, which the Council has assessed as relevant to delivering the objectives of the RRAA. This assessment must be reviewed at least every three years.

The Race Equality Scheme should also include arrangements for:

- Assessing and consulting on the likely impact of proposed policies on the promotion of race equality
- Monitoring its policies for any adverse impact on the promotion of race equality

- Publishing the results of the above assessments, consultation and monitoring
- Ensuring public access to information and services that the local authority provides training/informing staff about the RRAA

The additional specific duties include monitoring:

- The number of staff in post
- Applications for employment, training and promotion by racial group
- Staff receiving training
- Staff who benefit or not as a result of the Council's performance assessment procedure (e.g. appraisal)
- Staff involved in grievance procedures
- Staff who cease employment with the Council

5. Diversity and Equalities Aims

Herefordshire Council is committed to equal opportunities in both employment and service provision. The Council recognises that some people might suffer discrimination and be disadvantaged for many reasons, including:

- race, ethnic origin and nationality
- religion or belief
- disability
- age
- gender and sexuality
- poverty

In 2002 Herefordshire Council adopted the Equality Standard for Local Government framework. The Standard is designed to enable local authorities to mainstream equalities into service delivery and employment, ensuring that discriminatory barriers preventing equal access to services are identified and removed.

There are 5 levels to this standard in total:

- Level 1: commitment to a Comprehensive Equality Policy
- Level 2: assessment and consultation
- Level 3: setting equality objectives and targets
- Level 4: information system and monitoring against targets
- Level 5: achieving and reviewing outcomes

In mid 2004, Herefordshire Council was externally assessed by the Audit Commission and awarded Level 1. The authority's target is to achieve Level 2 by 2006/2007. By that date we will have:

- completed the overall Impact Assessment process (see section 9 for further details)
- engaged in consultation with designated community, staff and stakeholder groups
- engaged in the development of information and monitoring systems
- consulted on and published draft Corporate Equality Plan
- developed a system of self-assessment, scrutiny and audit

In March 2005 Council adopted the Comprehensive Equality Policy. The Policy is an up-to-date version of the Council's Equal Opportunities Policy and forms the basis of our commitment to equality in service provision, employment and community leadership.

During 2005, the Council will develop a Corporate Equality Plan (CEP), which will set out how the Equality Standard will be implemented across the authority. The Plan will be consistent with the Council's Race Equality Scheme and Disability Scheme and will also include the performance indicators for other relevant categories, such as gender.

6. Herefordshire Council's Diversity Structure

The overall responsibility for Diversity lies with the Leader of the Council. Within the Chief Executive's Management Team, responsibility for Diversity is vested in the Director, Policy and Community.

The Corporate Diversity Group, chaired by the Director of Policy and Community, was established in mid 2003. The Diversity group leads work in the authority to ensure that its moral and statutory obligations under the Diversity agenda generally are managed and achieved.

The Race Equality Steering Group was formed in June 2002. Now under the oversight of the Diversity Group, the Race Equality Group is responsible for ensuring the effectiveness of the Race Equality Scheme and action plan.

Also under the oversight of the Diversity Group, the Council has a Disability Group.

All these groups have representatives from every Directorate.

The Race Equality Staff Group was established in Autumn 2003. The remit of the Group is to raise awareness and understanding of race equality issues; act as a network amongst minority ethnic employees and support victims of racial harassment within the organisation. The Group currently has 13 members, who meet every six weeks.

Appendix 6 sets out the relationship between these groups.

7. Working in Partnership

Herefordshire Council works together with the Herefordshire Race Equality Partnership, which has a remit to actively promote and work towards a racially just and fair society.

It has been proposed that the Herefordshire Race Equality Partnership (HREP) could be renamed as the Herefordshire Equality Partnership (HEP). The main reason for this was that HREP wish to expand their remit to provide the mechanism through which they could develop cross-sector working and joined-up thinking with regard to the equality and diversity agenda.

Herefordshire Equality Partnership will continue acting as an “umbrella” body, driving and co-ordinating local partners, including the Police, Herefordshire Council, Primary Care Trust and Probation Service. The Race Equality Development Officer will continue to work on the Race Equality agenda.

The Equality Partnership also has close links with the Herefordshire Community Safety and Drugs Partnership. All these groups are well placed to ensure generic anti-discrimination and anti-racism work is integrated into the working policies of all partner organisations.

HEP's Race Equality Group, which is a multi-agency/cross sector forum, continues to promote good practice in dealing with racial incidents. The Group works on behalf of the BME communities, including Gypsies and Travellers in Herefordshire.

The Community Against Racism Group (CAR), which is a volunteer community group, was established by the HREP in mid 2002. The group attempts to meet once every two months and serves two main purposes:

- A support base for families and individuals who experience racism
- Participation in the consultation process with Herefordshire Council and other local public sector organisations.

The Herefordshire Race Equality Development Officer introduced “Race Equality Awareness Sessions” that are available to all the Council and partnership employees. These sessions are designed primarily to encourage participants to question their own thoughts and feelings about the subject, generate discussion and to reach their own conclusions. Other issues addressed will be challenging inappropriate language and behaviour, race equality and the law.

During October 2003 the “Race Equality Awareness sessions” were also provided to young people in schools aged between 14-18 years, and were well received by pupils.

The HREP has worked with Hereford United to promote the National anti-racism event called “Week of Action in Football”. The event has taken on greater significance year on year. In 2004 over two hundred people attended the event.

The Anne Frank exhibition was held in Hereford Cathedral during October 2003 and a range of fringe events were held across Hereford to support the exhibition. The exhibition was brought to Hereford to challenge racism, prejudice and the persecution of minorities. The fringe events included the staging of “The diary of Anne Frank” at the Courtyard Theatre.

In January 2004 and January 2005, Herefordshire Council took part in marking the Holocaust Memorial Day, raising community awareness around race equality and diversity issues.

8. Best Value Performance.

Within the Best Value regime, there are a number of indicators relating to diversity and equality. The table below illustrates Herefordshire Council's performance against indicators and reflects the future targets.

BV ref	Indicator	2002/ 2003 actual	2003/ 2004 target	2003/ 2004 actual	2004/ 2005 target	2005/ 2006 target	2006/ 2007 target
BV 2a	The level (if any) of the Equality Standard for Local Government to which the authority conforms	<i>Level 1</i>	<i>Level 2</i>	<i>Level 1</i>	<i>Level 1</i>	<i>Level 1</i>	<i>Level 1</i>
BV 2b	Duty to promote race equality		50%	47%	60%	70%	80%
BV 11b	The percentage of top 5% of earners that are from black and minority ethnic communities	1.8%	2%	2.4%	2.75%	2.9%	3%
BV 17a	Minority ethnic community staff as a percentage of the total workforce	1.02%	1.06%	0.5%	0.75%	1%	1.2%
BV 17b	The percentage of employees from minority ethnic communities compared with the percentage of the economically active minority ethnic community population in the authority area	0.9% <i>compared with 2.48%</i>	0.8% <i>compared with 2.48%</i>	0.8% <i>compared with 2.48%</i>	0.8% <i>compared with 2.48%</i>	0.8% <i>compared with 2.48%</i>	0.8% <i>compared with 2.48%</i>
	Number of racial incidents recorded by the authority per 100,000 population	6	5	29	22	28	34
BV 175	The percentage of racial incidents that resulted in further action	0%	100%	100%	100%	100%	100%

9. Assessing Functions and Policies

Section 71 of the Race Relations (Amendment) Act 2000 requires public authorities to have “due regard” to the need to promote equality of opportunity. They must also have “regard” to the desirability of promoting good race relations.

A key element of this Race Equality Scheme is to assess all the authority’s current functions and policies in relation to their relevance to the general duty to promote race equality. The detailed results of the 2005 assessment are at **Appendix 7** to this Scheme. The results of this assessment have contributed to the detailed action plan at **Appendix 1**. This assessment will be carried out every three years – the next such assessment will take place in March 2008.

All local authorities have a legal responsibility to assess their policies and functions with regard to the race equality in order to identify the areas of inequality and remove barriers. This process is known as Equalities Impact Assessment.

Meeting the Council’s statutory duties in respect of race equality, disability and sex discrimination both in employment and service provision are necessarily our top priorities. However, the Council has a commitment to promoting equality of opportunity and eliminating all forms of discrimination. In addition to race, disability and sex, this commitment extends to religion or belief, sexual orientation and age. The Council is also committed to assessing the extent and nature of difficulties caused by low income and geographical location so as to maximise equality of opportunity and access to services.

Herefordshire Council’s Impact Assessment is led by the members of the Diversity Group. The Council services have been prioritised with regard to their potential impact on the relevance to equalities. Each services has been given an “impact rating” of high, medium or low priority, and this has been used to draw up a three-year programme, during which time a formal impact assessment will be conducted. The timetable for this three-year process is as follows:

- Year 1 – “high impact”: 2004-2005
- Year 2 – “medium impact”: 2005-2006
- Year 3 – “low impact”: 2006-2007

During 2005 we will identify our data requirements in respect of diversity and implement appropriate monitoring systems. Such data will assist the Council in setting future targets and monitoring the results.

Results so far.

During October, November and December 2004, Year One service managers received the Impact Assessment and Respecting Customers and Colleagues training provided by an external consultant specialising in equality and diversity.

Having completed the training events, participants now have a better knowledge of the Impact Assessment approach and where it fits within other relevant frameworks and standards, including the Stephen Lawrence inquiry, reasons behind the RRAA and Herefordshire Council's approach in relation to Impact Assessment.

A series of briefing meetings, led by the members of the Diversity Group, took place throughout the Council's directorates. The main aim of such meetings was to support managers in the process of impact assessment and provide advice.

Further training for managers participating in the year two and the year three impact assessments is planned for delivery in summer 2005 and also in 2006.

Completed Impact Assessments will be analysed by the Diversity Group at the end of each Impact Assessment cycle. The results will be published both internally and externally and will form the basis of improvement activity.

10. Consultation

Herefordshire Council recognises that consultation is a vital part of the planning process as it helps to determine the policy priorities for the authority. However, historically there have been gaps in our consultation with diverse communities, including minority ethnic groups with regards to our policies and priorities. This is particularly difficult when the representation of the BME communities is low. Despite this, the Council is committed to ensuring that it collects a wide range of opinions to reflect the public's needs and wishes.

The community groups, representing the ethnic make-up of the local population had been identified for consultation purposes. The identified groups are:

- Community Against Racism Group
- Herefordshire Council's Race Equality Staff Group
- Travellers Group

11. Consulting on New and Proposed Policies

By mid 2005 we will establish a process by which new or proposed policy will go through the impact assessment.

Internally, the Council will consult with Trade Unions and the Race Equality Staff Group.

Externally, the Council will consult with the previously identified community groups, voluntary sector and partner organisations, the Herefordshire Partnership Board and the Herefordshire Equality Partnership.

When consulting on policies, the policy owner will need to include the following details:

- the reason for undertaking the consultation
- the process and the timeframe for consultation
- a summary of the responses received
- decisions taken as a result of consultation

- details of any adjustments made to the policy as a consequence of consultation

The findings of these consultations will be incorporated into our policy plans and business processes.

The consultation process will be led and co-ordinated by the Herefordshire Council's Corporate Policy and Research Team.

12. Informing the Public and Staff

Herefordshire Council's Race Equality Scheme 2005-2008, action plan and annual reports on the progress will be published on our website www.herefordshire.gov.uk. We will also produce a summary of the overall document and make it available at every Council's interface with the public. Upon request, this information will be made available in other languages and alternative formats, including large print and audio tape.

The following information will also be published on our website:

- the results of any public consultation on policies and activities, including actions taken
- the annual results of the impact assessment
- monitoring of results with regard to ethnic employment.
- performance and progress reports in relation to the Race Equality Scheme

The details of the overall three-year impact assessment results and outcomes will be included in the next Race Equality Scheme review in 2008.

13. Public Access to Information and Services.

The Council is committed to ensure that its services are accessible to all equality categories. The Impact Assessment process will highlight the areas for improvement in order to ensure that local communities have fair and equal access to the Council's information and services.

There has been progress towards making the Council's services more accessible. A wealth of Council's information has been computerised and the new and improved website was launched in January 2005.

The authority currently has an agreement for the translation of its written material, as well as over-the-telephone and face-to-face interpretation for people for whom English is a second language. In addition to this, from 2004 *Herefordshire Matters* (the Council's magazine, distributed to all households in the county) will be translated into the Portuguese and Russian languages. Upon request, most of the Council's information, such as surveys, policies, plans and reports can be translated into languages other than English.

14. Training and Development.

Provision of training and development is a key strength of Herefordshire Council. All new staff are made aware of the Council's Equal Opportunities Policy as part of their induction course.

Herefordshire Council has been working on raising awareness around equality issues. As outlined in section 9, Diversity Training was planned and delivered to people involved in carrying out the Equality Impact Assessment. In early 2004 most Elected Members and members of the Chief Executive's Management Team attended the diversity training seminars.

Herefordshire Council is committed to providing ongoing diversity training to managers, teams and elected members. External consultants are currently working on a proposal to deliver such a programme for 2005 and beyond.

The method proposed would meet the following aims:

- For all staff to receive a consistent message about the relevance and importance of equality and diversity to the work of the Council;
- For all staff to have a basic understanding of what equality and diversity means and the Council's approach in this area;
- For teams to explore how equality and diversity impact on the area of work for which they are responsible (whether a front-line or support service);
- For teams to develop an action plan for continuous improvement in equality and diversity, relevant to their area of work.

From February 2005 the Council's Induction training will cover a wider range of Diversity issues. The new induction training will include:

- Making our new employees aware of the Council's Equality Policy, Race Equality Scheme and Disability Scheme
- An outline of the relevant acts and legislation (including the RRAA, Disability Discrimination Act, Sex Discrimination Act and Equal Pay Act) and our duties under those acts.
- An outline of the main Council's diversity and equalities activities
- The benefits of Diversity

The Diversity workbooks were piloted with the Race Equality Staff Group. The group agreed that it gave them a better understanding of diversity related issues and UK anti-discrimination law. Further Diversity training for the group is planned to take place in early 2005. This will enable the group to provide better support and advice to the Council's BME employees.

15. Employment and Monitoring

Herefordshire Council recognises that its staff are its most valuable asset. We are committed to equality and diversity to enhance the reputation of the Council as both the biggest and most socially responsible employer in the area.

The Human Resources Department continuously monitors the workforce to ensure that we promote genuine equality of opportunity and eliminate unlawful discrimination.

Such data enables the Council to assess whether inequalities are being reduced or removed and equal opportunities are being promoted. The employment monitoring results are reported annually to the Council's Chief Executive's Management Team, Cabinet and Strategic Monitoring Committee. The results form part of the Council's Pay and Workforce Development Strategy 2005-2008.

The most recent results of employment monitoring can be found on our website www.herefordshire.gov.uk

Since the previous Race Equality Scheme was developed, a number of improvements within the Human Resource department have taken place. These include:

- The HR Strategy has been reviewed and is now being taken forward as a comprehensive Pay and Workforce Strategy
- The review of the Recruitment and Selection policy, Equal Opportunities in Employment policy, Disciplinary procedure, Grievance and Harassment procedures
- Access to training opportunities has been analysed
- Staff review and development was revised and more closely linked with the performance management cycle.
- The Council's statement of style and values is now used in Induction training
- Management competencies has been launched on the Council's intranet as the basis for the assessment of all key managers.

16. Complaints

The Council's "Complaints, Comments and Compliments" system is planned to be reviewed and improved during 2005. Herefordshire Council has a statutory responsibility to record racial incidents and to ensure that appropriate action is taken.

The racial incident monitoring form has been developed to enable us to record racial incidents accurately and to separate them from other complaints. Work is currently being undertaken to ensure that we have a consistent approach in recording racial incidents, dealing with them and, where necessary, sharing the information with external partners, such as the Herefordshire Equality Partnership.

The statistics, such as the number of complaints received and outcomes, will be analysed and published on an annual basis.

17. Reviewing and Monitoring

The Race Equality Scheme, in line with the RRAA requirements, will be fully reviewed after a three-year cycle in 2008.

The Race Equality Scheme, action plan and work in relation to the Best Value Equality Standard for Local Government have reviews incorporated within them.

The reporting mechanism includes both half-yearly and yearly reports to the Chief Executives' Management Team, Cabinet and Strategic Monitoring Committee.

The progress reports include:

- Half-yearly and yearly performance review against the action plan targets
- Performance against the national and local performance indicators

Appendix 1.

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Race Equality Scheme Action Plan 2005-2008

COUNCIL-WIDE ACTIVITIES

- To ensure that all Councillors, Council employees and those working with or for the Council understand their responsibility for implementing equalities, the standards of behaviour required by the Council and the consequences of unacceptable behaviour.*

What we will do...	Council's timescale...	Lead responsibility...
Statutory requirement:		
Prioritise relevant functions and policies	May 2005	Chair of the Race Equality Steering Group (RESG)
Produce an action plan for prioritised policies/functions (high, medium, low)	August 2005	Chair of the RESG
Conduct the year one impact assessments (IAs) and identify the priority services	May 2005	Director of Policy and Community
Conduct the year two IAs	March 2006	Director of Policy and Community
Conduct the year three IAs	March 2007	Director of Policy and Community

What we will do...	Council's timescale...	Lead responsibility...
Introduce procedure for assessing every new and proposed policy	July 2005	Corporate Policy and Research Manager
Develop and oversee the implementation of monitoring procedures for all priority services, identified by policies/functions assessment and the IAs	July 2005 - ongoing	Corporate Policy and Research Manager
Review the formal complaints procedure to ensure that all explicit race harassment and victimisation complaints are accelerated into the formal procedure	December 2005	Area Manager, South (CSLI)
Ensure that racial incident forms are available at every Council interface with the public	December 2005	Corporate Policy and Research Manager
Analyse racial incidents and publish reports annually	2006	Head of Performance Management
Ensure that Race Equality implications are considered in the Council's approach to procurement	2006	County Secretary and Solicitor

What we will do...	Council's timescale...	Lead responsibility...
Establish a procedure for producing the Council's information, such as the Race Equality Scheme or other policies in alternative formats and/or languages upon request	June 2005 - ongoing	PR Officer
Review the Race Equality Scheme and action plan 2005-2008, include the overall results of the Impact Assessments and assess policies/functions	March 2008	Corporate Policy and Research Manager
Herefordshire Council's requirement:		
Publish the research into minority ethnic residents within Herefordshire	March 2005	Corporate Policy and Research Manager
Ensure that the Council achieves its Best Value Performance Indicator (BVPI) 2b targets (duty to promote race equality)	March 2005 – 60% March 2006 – 70% March 2007 – 80%	Corporate Policy and Research Manager
Publish annual report on the implementation of the Scheme	July 2005 July 2006 July 2007	Corporate Policy and Research Manager
Adopt a corporate approach to translation and interpreting services provision	April 2005	

What we will do...	Council's timescale...	Lead responsibility...
interpreting services provision		
Implement monitoring systems for the usage of translation and interpreting services	June 2005	Corporate Policy and Research Manager
Analyse the effectiveness and efficiency of translation and interpretation tenders, and report the findings to the Chief Executive's Management Team	November 2005 November 2006 November 2007	Corporate Policy and Research Manager
Establish, agree and embed an approach re use of employee language skills	January 2006	HR
Publish yearly results of the IAs on the Council's internal and external website	May 2005 May 2006 May 2007	Corporate Policy and Research Manager

SERVICE SPECIFIC ACTIVITIES

- *To eliminate barriers for anyone who needs or wishes to access services delivered by the Council, including barriers relating to affordability, language, accessibility, culture and attitude.*

What we will do...	Council`s timescale...	Lead responsibility...
Statutory requirement		
Ensure that Race Equality considerations are included in each Directorate and Service Plan	March 2005 (year 1 IA) March 2006 (year 2 IA) March 2007 (year 3 IA)	Corporate Policy and Research Manager
Herefordshire Council`s requirement:		
Appoint a Traveller Liaison Officer	Early 2005	Head of Environmental Health and Trading Standards

CONSULTATION

- *To consult with the community, including its own employees, to ensure that people take part in identifying needs and allocating resources to meet those needs.*

What we will do...	Council`s timescale...	Lead responsibility...
Statutory requirement:		
Conduct consultation as part of the Impact Assessments	2005 – year 1 2006 – year 2 2007 – year 3	Director of Policy and Community

Consult both internally and externally on every new or proposed policy	May 2005 - ongoing	
Conduct consultation on the proposed Race Equality Scheme and action plan and reflect the findings in the final Scheme 2005-2008	April 2005	Corporate Policy and Research Manager

EMPLOYMENT AND TRAINING

- *To ensure that everyone is treated fairly in recruitment to, and employment with, the Council.*
- *To understand customers' needs by reflecting the diversity of the local community (such as ethnic origin, gender, age, disability, etc) in the workforce.*

What we will do...	Council's timescale...	Lead responsibility
Statutory requirement:		
Provide Council members with Training in Community Leadership and Equality	April - ongoing	Director of Policy and Community/Head of HR
Provide diversity and equality training for Strategic Monitoring Committee	As above	As above
Provide diversity and equality training to all managers and staff	As above	As above
Extend induction training for new starters to include relevant legislative information on diversity issues and outline employee responsibilities	February 2005	As above

What we will do...	Council's timescale...	Lead responsibility
Herefordshire Council's requirement:		
Embed diversity awareness for all employees in key processes, such as induction training, SRD and service planning	March 2006	HR
11b – The percentage of top 5% of earners that are from black and minority ethnic communities	March 2005 – 2,75% March 2006 – 2,9% March 2007 – 3% March 2008 – 3%	HR
17a - Minority ethnic community staff as a percentage of the total workforce	March 2005 – 0.75% March 2006 – 1% March 2007 – 1.2% March 2008	HR
Run at least two New Deal recruitment promotional programmes to focus on under-represented groups, including the BME groups	March 2006	HR
Training for all Complaints Officers	2005	HR/Corporate Policy and Research Manager
All managers to take a proactive approach to eliminating racist jokes and inappropriate	March 2005 – management	HR

What we will do...	Council's timescale...	Lead responsibility
comments/behaviour	competencies December 2005 – Staff Opinion Survey	
To provide Diversity Training to the Staff Group	May 2005	HR/Corporate Policy and Research Manager
Provide employees involved in translating with relevant diversity training	December 2005	HR

Appendix 2 .

Herefordshire Council's Race Equality Scheme (2002-2005) in brief

Introduction

The Race Relations (Amendment) Act 2000 placed a statutory duty on public bodies to have due regard to the need to **promote race equality** in carrying out their functions. The Act set out specific duties to help public bodies meet their obligations.

This General Duty means that in everything they do, authorities should have due regard to the need to:

- Eliminate unlawful racial discrimination
- Promote equality of opportunity
- Promote good relations between people of different racial groups

A primary requirement of the Act was the production and publication of a strategy, namely a Race Equality Scheme (RES). Herefordshire Council published its RES in May 2002 (see <http://www.herefordshire.gov.uk/files/reScheme.pdf>). The Scheme details the policies and functions that are relevant to meeting the General Duty, and the arrangements for carrying out work according to the Act. In addition, the Act places Specific Duties for authorities to commit to and undertake far detailed work in terms of employment, monitoring, access to information, consultation and training. Commitment to achieving the requirements of the Act was established within our Race Equality Scheme Action Plan.

Meeting the general and specific duties

Herefordshire Council is committed to the "elimination of unlawful racial discrimination", "promotion of equality of opportunity" and "good race relations both in our internal working practices and in our external dealings with public".

To enable us to meet our General Duty, we

- have identified which of our functions and policies are relevant to the duty
- have prioritised these functions and policies based on their relevance to the duty
- are in the process of assessing how these functions and policies affect equality categories, inc. race

Assessing functions and policies - Equality Impact Assessment

Equality Impact Assessment (EIA), in terms of race, is a systematic way of finding out whether a policy or proposed policy affects some racial groups negatively (see three elements of the General Duty above). We are in the process of carrying out EIAs on policies and functions with a high impact on racial groups. Where a policy or function is found to have a potentially adverse impact in promoting racial equality, the policy or function will be changed – changes can be minor. Those that are found to have a positive impact will be kept under review in order to ensure that their potential is fulfilled.

Summary

As part of our obligation to fulfil the requirements of the Act, we are committed to:

- Assess functions and policies
- Ensure that everyone has access to information about us and our services
- Provide training to our employees
- Conduct ethnic monitoring of employment patterns
- Deal with racial complaints
- Consult the general public
- Review, monitor and report the progress of the scheme

Appendix 3.

Key Statistics of Herefordshire's BME Resident Population

Ethnicity of Resident Population, 2001 Census

Proportion of people stating ethnic group as:	%
White British	97.5%
White Irish & Other	1.6%
Mixed	0.4%
Asian or Asian British	0.2%
Black or Black British	0.1%
Chinese or Other ethnic group	0.2%

NB. The age profiles of different ethnic groups may be very different to the age profile of the total population, therefore certain services may be more or less relevant to certain groups.

Religion of Resident Population, 2001 Census

Proportion of people stating religion as:	%
Christian	79.01%
Buddhist	0.20%
Hindu	0.06%
Jewish	0.07%
Muslim	0.10%
Sikh	0.04%
Other religions	0.26%
No religion	12.55%
Religion not stated	7.71%

For further information contact Herefordshire Council Research Team
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Minority Ethnic People`s Experience in Herefordshire

Executive summary

The composition of the minority population of the County is not typical of the UK as a whole

The largest single group comprises the seasonal workers, mainly of eastern European origin (3000 at most), followed by Irish (slightly over 700) and other white groups (about 2000)

The next largest groups are Romany Travellers (estimated at 750), people who are mixed white and Asian (260), Chinese (210) and Indian (168)

Some groups can clearly be identified from being in similar employment, but most minority ethnic people will have individual and unique motives for being in the County, preventing any meaningful generalisations

Aside from seasonal workers, there are low numbers of minority ethnic staff in most workplaces, even at levels where recruitment is done on a national basis. The clear exception is Hereford hospital where close to 50% of medical staff are from ethnic minorities

Minority ethnic people identified what they liked about the County as: the countryside, the people and the low crime rate. There was no pattern in what they disliked

With the exception of Travellers and Jews, it would be misleading to speak of minority 'communities'

The relative absence of such communities and the proportion of the minority population with mixed backgrounds mean that any specific needs related to culture are not easily predicted

The minority ethnic population proved harder to access than anticipated

The Jews in the County report no negative features about their life in the area

Educational provision for Traveller children is long established and compares well with provision elsewhere (with the exception, some argue, of provision for any boys with behavioural difficulties)

Health provision for Travellers is prioritised to an unusual degree but could be better supported by the Council

There are some persisting issues about Council provision for Traveller sites and stopping places which seem to be 'on hold' but which could be resolved. In this respect policy is inconsistent and incoherent

Some Romany Travellers (whether housed or not) feel a persisting hostility towards them from neighbours and the police

Other issues to do with Travellers involved youth provision, confident handling of child protection, relationships between different groups of Travellers, contact and liaison with officialdom, economic vulnerability

As regards seasonal workers, there are tensions between the market forces acting upon farmers, the physical requirements of housing large numbers of workers and meeting other reasonable needs, and public unease about the workers' presence. Herefordshire is a specific local example of the impact of changes in the European economy and the increased mobility of the European (and global) workforce. These changes are clearly not welcomed by some but are not reversible

Chinese and Bangladeshi restaurateurs reported little of the late night racial abuse that has been reported elsewhere, though it does occur and is seldom reported because of perceptions of response time

Though individuals report significant, persisting and distressing incidents, many mentioning children as perpetrators, we did not obtain consistent evidence of visible minorities facing high levels of discrimination or prejudice. These experiences are dependent on many factors and neither part this summary statement should be cited out of context.

The police were generally regarded positively; clear steps have been taken to improve the recording of and response to racial crimes, though there is a feeling amongst some that there is little point in reporting such things

There is evidence of poor relationships and negative expectations between some police officers and some Travellers

Almost no schools have significant numbers of minority ethnic children; the largest single group represented anywhere being Travellers (making up 4% of one school roll). One primary school had 7% minority ethnic pupils in 2003

While some parents reported concerns most who commented felt schools had dealt well with racist incidents

There is no evidence of a pattern of experiences of key services related to specific ethnicities, i.e. no group emerges as being particularly dissatisfied

Health care was regarded very positively

Environmental Health, Social Services and housing were barely mentioned by informants, most having had no contact with public provision in these areas

There is evidence of a positive climate of concern in public institutions in the County to promote acceptance of diversity. We were struck on several occasions by the support and goodwill shown towards the research by key managers and those who controlled access to data. This was echoed by other indices of official recognition of and support for diversity in exhibitions and posters

There is no pattern of the local press sensationalising or over-simplifying issues of diversity

SEASONAL AGRICULTURAL WORKFORCE

The Seasonal Agricultural Workers Scheme (SAWS) allows students aged 18 and over from outside the European Economic Area (EEA) into the United Kingdom to undertake short-term work in specific sectors. The scheme was originally put into place just after the Second World War in order to bring workers into the country during peak seasonal times. The number of places on the scheme has grown over the years, to a quota currently set at 25,000 for 2003-04. Workers are generally aged between 18 and 25 who are allocated to farms involved in the scheme by one of seven operators for periods of between five weeks and six months.

Anecdotally, Herefordshire has experienced an influx of seasonal Eastern European workers to assist in agricultural work, and the Research Team have recently obtained figures on the numbers of workers coming to the County on the SAWS scheme according to their nationality.

A total of 3,198 students participating in the scheme had placements in Herefordshire between January and August 2004. This represents almost 13% of the total quota of participants on the scheme. 48% of the Herefordshire workers originated from the Ukraine, followed by 12% from Bulgaria. The following table details the place of origin of all seasonal workers on the SAWS as at October 2004.

Country	Number of SAWS participants in Hfds
New EEA Member States (as of May 2004)	224
Ukraine	1,539
Bulgaria	374
Belarus	299
Russia	292
Romania	210
China	162
Other	73
Unknown	25
TOTAL	3,198

Source: The Home Office, Oct 2004.

Workers from New EEA member states include those from Poland, Lithuania, Latvia, Estonia and Slovakia.

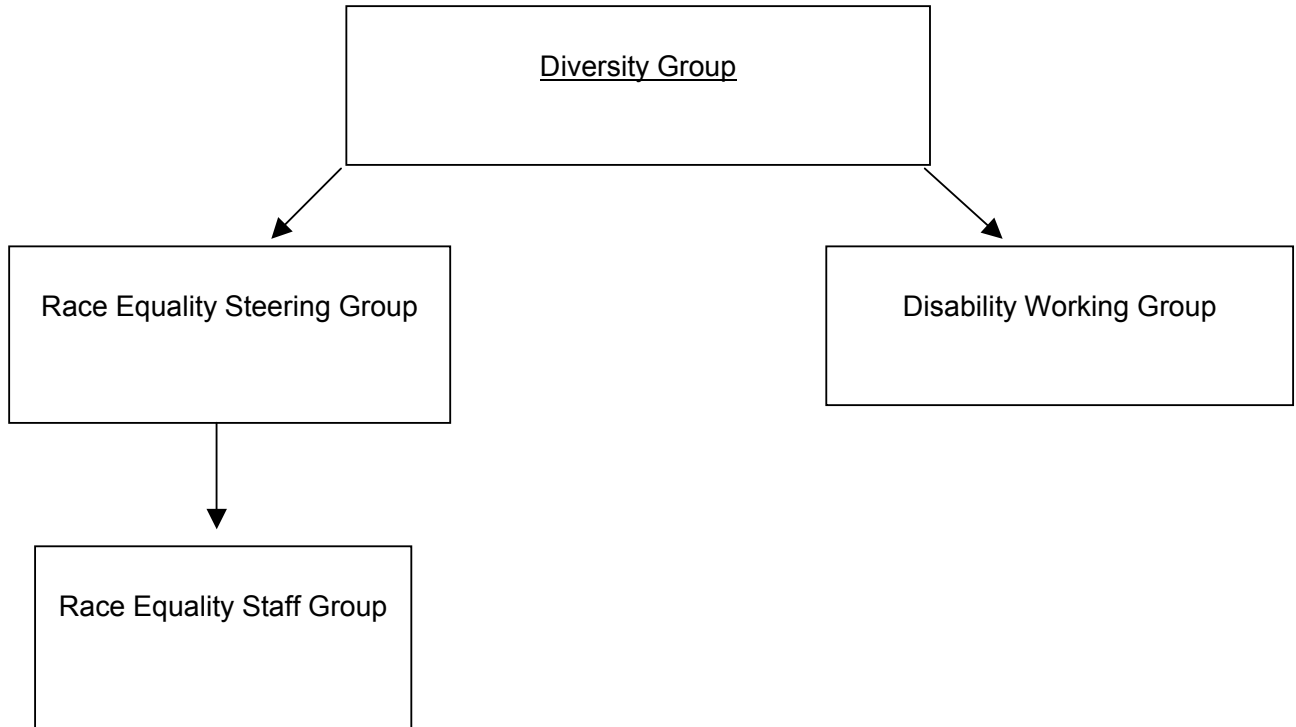
The 'Other' category includes workers from Armenia, Georgia, Macedonia, Moldova, Serbia, India and Zambia.

More information on this and similar schemes can be obtained from the Home Office "Working in the UK" Website: www.workingintheuk.gov.uk

**For further information on the data in this article, please contact the
Research Team
on 01432 260498, or e-mail researchteam@herefordshire.gov.uk**

Appendix 6.

Herefordshire Council Diversity and Equality Groups



Appendix 7.

2005 functions and policies review: relevance to the general duty – Race Relations (Amendment) Act 2000 (RRAA)

The following table shows the assessment of functions and policies of Herefordshire Council according to their relevance to the general duty of the Race Relations (Amendment) Act 2000.

Department	Functions	Policies	Please specify whether you policy/ function is: - Existing: (E) - Recently adopted (after May 2002): (R) - Proposed: (P) - Forthcoming: (F)	Manager responsible	Internal or contracted policy/ function?	Has any baseline data on your policy/ function been collected and analysed? (Y/N)	Is it relevant to the general duty?		What is the degree of relevance to the duties under the RRAA?	
							Which of the three aspects does it relate to (if any) 1. eliminating discrimination 2. promoting equality of opportunity 3. promoting good race relations	Is there evidence or reason to believe that some racial groups could be differently affected? (Y/N) Which racial groups are affected?	How much evidence do you have? 0 – none 1 – a little 2 – some 3 – a lot	Is there any public concern that functions/ policies are being operated in a discriminatory manner? 0 – none 1 – a little 2 – some 3 – a lot
POLICY AND COMMUNITY										
Diversity & Community Leisure Partnerships	Leisure Pass	HALO Pricing Policy	R	Carol Trachonitis/ Scott Rolfe	Contracted	Y	1, 2, 3	N	2	0
	Management of dual use leisure facilities	NOP/EAP for leisure facilities	E	Spencer Grogan	Contracted (eg. Wigmore) and internal (eg. Kington)	N	2	N	0	0

	Child Advocacy Service	-	R	Carol Trachonitis	Contracted	N	2	N	2	0
	Race Equality Service	-	E	Carol Trachonitis/ Neville Meredith	Contracted (Herefordshire Equality Partnership)	Y	1, 2, 3	N	2	0
	Sports Development & Physical Activity	-	E	Jan Perridge	Internal	N	2	N	0	0
Community Youth Services	Personal and Social education of young people aged 11-25	Transforming Youth Work 2002 (REYS)	E	Jon Ralph	Internal. Some partnership delivery	Y	1, 2, 3	N	2	0
Parks & Countryside	Management of Council Owned Parks & Open Spaces	Policy on Felling of Amenity Trees	E	Colin Meneaud	Council Policy	Y	N/A	N	0	0
	Management of Council Owned Countryside Sites and Facilities	GEM	E	Tony Featherstone	Council Policy	Y	N/A	N	0	0
Policy & Research	Corporate Policy		E	Corporate Policy and Research Manager	Internal	Y – internally Some - externally Work in hand to collect further data	1, 2, 3	N	1	0
		Comprehensive Equality Policy	R	Corporate Policy and Research Manager	Internal	Yes – internally Some - externally Work in hand to collect further data	1, 2, 3	N	1	0
		Race Equality Scheme	E	Corporate Policy and Research Manager	Internal	Y	1, 2, 3	N	2	0

		Disability Scheme	R	Corporate Policy and Research Manager	Internal	Y – internally Some - externally	1, 2, 3	N	2	0
	Corporate Research	N/A	E	Principal Research Officer	Internal & External	Y – Reader Surveys of reports, work in hand to collect further data on customers ; however no information relating to race	1,2 & 3 (indirectly through providing information)	N	0	0
Info In Herefordshire	One Stop Shops	-	E	Julie Holmes	Internal	N	1, 2, 3	N	0	0
	Customer Service Standards	-	E	Julie Holmes	Internal	N	1, 2, 3	N	0	0
ICT	Information Management	Internet Usage Policy	R	Julie Holmes	Internal	N	1, 3	N	0	0
		Content Management Policy	P	Ellen Pawley	Internal	N	1, 3	N	0	0
		Information Security Policy	R	Julie Holmes	Internal	N	1, 3	N	0	0
		E-mail Usage Policy	R	Julie Holmes	Internal	N	1, 2	N	0	0
		Metadata Policy	P	Ellen Pawley	Internal	N	1, 2	N	0	0
Libraries	Public Library service		E	Jeremy Alder	Internal	Y (collected)	2, 3	N	1	0
		Stock policy	F	Jeremy Alder	Internal	N	1, 2	N	1	0
PR	Media management	Communication Strategy	E	John Burnett	Internal	N	1, 2, 3	N	0	0
	Internal coms		E	John Burnett	Internal	N	1, 2, 3	N	0	0
Cultural Services	Management of Tourist Information Centres	Tourism Strategy	E	Jane Lewis	Internal	Y	1, 2, 3	N	1	0
	Management of Heritage Centres in the county	Museums/Heritage strategy	E	Kate Andrew	Internal	Y	1, 2, 3	N	1	0

	Management of an Arts Creative Industries programme	Arts Strategy	E	Melanie Bateman	Internal	Y	1,2,3	N	1	0
Herefordshire Partnership	Website	HC web communications policy	E	Glyn West	Internal	N	1, 2	N	0	0
	Consultations on policy work	HP Communications Strategy	E	Glyn West	Internal	N	1, 2	N	0	0
	Herefordshire Plan	HP Communications Strategy	E	Glyn West	Internal	N	1, 2	N	0	0
	Consultation on Herefordshire Plan	HP Communications Strategy	E	Glyn West	Internal	N	1, 2	N	0	0
	Communications – leaflets, handouts, meetings, other media	HP Communications Strategy	E	Glyn West	Internal	N	1, 2	N	0	0
Social & Economic Regeneration	Community Safety & Drugs Partnership	Herefordshire Crime, Disorder & Drugs Reduction Strategy 2005-2008	R	Jane Rose	Contracted function with external partners	Y	1, 2	Y	0	0
	Market Towns Initiative management (Ross & Ledbury)	-	E	John Passmore	Internal	N	1,2 & 3	N	0	0
	Market Towns Initiative Management (Bromyard & Leominster)	-	E	Adrian Turton	Internal & External Function (Note Herefordshire Council is the Accountable body for the AWM Market Towns Initiative and has a contract to deliver the programme in accordance with AWM procedures and policies)	N	1,2 & 3	N	0	0

Economic Investment and Development	Estate Management Leasing Policy (Property Services implement)	E	Colin Birks	Internal	N	1	Y Travellers	1	1
Voluntary Sector Grants Scheme	-	E	Annie Brookes	Internal	N	1, 2, 3	N	2	0
Community Development/Voluntary Sector Support	-	E	Annie Brookes	Contracted out to Community First, Community Voluntary Action Ledbury & District, Herefordshire Voluntary Action	N	1, 2, 3	N	2	0
CCTV	Code of Practice	R	Debbie Stringer	Internal, except staffing for CCTV control room which is contracted	Y	1	N	0	0
LEADER+ Programme	Funding Applications	R	Nick Webster	Internal decision making for internal and external project delivery	N	1, 2	N	0	0
Community Finance and Enterprise	Social Enterprise Strategy	E	Annie Brookes	Internal and Partnership	N	2	N	0	0
Parish Liaison Service	Charter For Herefordshire Councils	E	Shane Smith	Internal	N	2	N	0	0
	SLA between HALC and Herefordshire Council	E							

SOCIAL SERVICES (HOUSING)

	Access to Housing	Allocations Policy	R	Jamie Burns	Internal	Y	1,2 & 3	No evidence	1	Unknown
		Housing Advice	R	Richard Gabb (contracts out to Herefordshire Housing Ltd)	Contracted out	N	1,2 & 3	No evidence	3	Unknown
	Homelessness		E	Ditto			1,2 & 3	Yes. Accession state nationals, gypsies & travellers accommodation	3	2
	Private Sector Housing	Grants & Grants Advice	R	Denise Bradley Lloyd	Internal/ contracted out mix	Y	1,2 & 3	No evidence	2	Unknown
		Enforcement & Enforcement Advice	E		Internal	N	1,2 & 3	No evidence	2	Unknown
	Enabling	Housing Need Assessments	E	Jane Thomas	Internal	Y	1,2 & 3	No evidence	1	0
		Low Cost Home Ownership	E		Internal	N	1,2 & 3	No evidence	1	0
		Affordable Housing for Rent	R		Internal	N	1,2 & 3	No evidence	1	0

		Empty Homes	R		Internal	N	1,2 & 3	No evidence	1	0
		Council Leasing Scheme	R		Internal	N	1,2 & 3	No evidence	1	0
		Private Landlords Forum	E		Internal	N	1,2 & 3	No evidence	3	0
	Supporting People	Housing related support services	R	Ian Gardner	Internal	Y	2	No evidence	2	1
	Housing Strategy	Strategy Development	R	Richard Gabb	Internal	Y	1,2, & 3	No evidence	3	Unknown

SOCIAL SERVICES (ADULTS)

	Assessment & Care Planning	Assessment & Care Management Handbook for Adults	Existing	All Service managers – Libetta is custodian of handbook	Internal	Through Service User records	1 & 2	No evidence	1	Unknown
		User Involvement policy	Existing	Euan MCPerson (PCT)	Joint/ Partnership with PCT		1, 2, & 3	No evidence	1	Unknown
		Adults at Risk Policy	Existing	All Service Managers	Joint/ Partnership with PCT	Through Service User records	1 & 2	No evidence	1	Unknown

	Provision of Services residential, day, home, nursing and other e.g occupational health etc								1	Unknown
		National Service Framework	Existing Function for Older People	Stephanie Canham	Joint with Partner Organisations	Through Service User records	1 & 2	No evidence	1	Unknown
		User Involvement policy	Existing	Euan MCPerson (PCT)	Joint/ Partnership with PCT	Through Service User records	1 & 2	No evidence	1	Unknown
		Health & Safety Policies	Existing (Council wide)	All Managers (Council wide)	Internal	Through Personnel records	1 & 2	No evidence	1	Unknown
		Induction Policy for Care Staff	Existing	Susan Dale Service Manager	Internal	Through Personnel records	1, 2,& 3	No evidence	1	Unknown
		Care Planning procedures	See Handbook reference above				1 & 2	No evidence	1	Unknown
	Planning Strategy commissioning and review	Commissioning standards/Strategy	Forthcoming	Stephanie Canham	Joint with partners	N/A	1 & 2	No evidence	1	Unknown
		User Involvement policy	See earlier reference above	Ditto	D		1 & 2	No evidence	1	Unknown
		Supervision Policy	Existing	All Managers	Internal	Through records	1 & 2	No evidence	1	Unknown

SOCIAL SERVICES (CHILDREN)

	Child Protection	Child Protection Procedures (including Child Concern Mode)	Existing – Child Concern model launched May 2004	Henry Lewis	Joint/with Partners		1, 2	No evidence	1	Unknown
		Potentially Violent Offender	Existing	Henry Lewis	Internal/with partners	Through Service user records	1, 2	No evidence	1	Unknown
		Domestic Violence	Existing	Service Managers	Internal/with partners	Through Service User records	1, 2, & 3	No evidence	1	Unknown
	Children's services, Family Support, Assessment Children with disabilities, Youth Justice	Children's Services Handbook	Existing	Service Managers	Internal	Through Service User records	1, 2, & 3	No evidence	1	Unknown
		Domestic Violence	See reference above				1, 2, & 3	No evidence	1	Unknown
	Children Looked After services Adoption, Fostering, After care	Government guidance on placements	Existing	Service Managers	External		1, 2, & 3	No evidence	1	Unknown
		Leaving Care pathways (Contained in Children's Services Handbook)	See reference above				1, 2, & 3	No evidence	1	Unknown

		Supervision Policy	Existing	All Managers	Internal	Through Supervision records	1 & 2	No evidence		
		Complaints Policy	Existing	All Managers	Internal		1 & 2	No evidence		

CHILDREN'S SERVICES (EDUCATION)

	Schools Improvement Service	Inclusive Education in Herefordshire	E	Head of Service	Internal	Yes	1, 2, 3	Yes – probably Travellers	3	0
	Pupil, School and Parent Support	Inclusive Education in Herefordshire	E	Manager of Pupil, School and Parent Support	Internal	Yes	1, 2, 3	Yes – link between Travellers and high level of exclusion	3	1
	Education Welfare Service	Inclusive Education in Herefordshire	E	Principal Education Welfare Officer	Internal	A little	1, 2, 3	No	0	0
	Learning Support Services	Inclusive Education in Herefordshire	E	Manager of Special Educational Needs	Internal	Yes	2	No	0	0
	Schools Admissions	Inclusive Education in Herefordshire	E	Admissions and Transport Manager	Internal	Yes	1	No	0	0
	Early Years	Inclusive Education in Herefordshire	E	Early Years and Childcare Manager/ General Inspector, Early Years	Internal	Yes	1, 2, 3	Possibly Travellers	0	0
	Education Personnel	Inclusive Education in Herefordshire	E	Education Personnel Officer	Internal	Yes	1	No	0	0

ENVIRONMENT (PROPERTY)

	Property Maintenance	Asbestos Policy DDA legislation	E	C Birks/J Burton	Internal	No	1	N	0	0
	Capital works		E	C Birks	Internal – use agents frequently	No	1 and 2	N	0	0
	Asset management	Asset Management Plan	E	C Birks	Internal	No	1	N	0	0
	Land Agency	Letting of farms and smallholdings	E	C Birks/G Thompson	Internal – use agents at times	No	1 and 2	N	0	0
	Estates	Property acquisitions and disposals	E	C Birks/A Hext	Internal – use agents at times	No	1 and 2	N	0	0

ENVIRONMENT (HIGHWAYS AND TRANSPORTATION)

	Highway Maintenance	Local Transport Plan, Highway Maintenance Plan	E	Clive Hall	Internal And Contract	N	1 and 2	N	2	Not Known
	Public Rights of Way	Highway Maintenance Plan	E	Richard Ball	Internal and Contract	N	N/A	N	2	0
	Land Drainage	Flood Defence Policy	E	Andrew Culley	Internal and Contract	N	None	N	0	0
	Parking Enforcement	Parking Strategy, Local Transport Plan	E	Richard Ball	Internal and Contract	N	1	N	0	0

	Road Safety	Local Transport Plan	E	Richard Ball	Internal and Contract	N	N/A	N	1	0
	Integrated Transport Projects	Local Transport Plan	E	Richard Ball	Internal and Contract	N	2	N	0	0
	Public Transport	Local Transport Plan	E	Richard Ball	Internal and Contract	N	2	N	0	0
	Street Scene	Highways Maintenance Plan; Local Transport Plan	E	Richard Ball	Internal and Contract	N	2	N	0	0

ENVIRONMENT (ENVIRONMENTAL HEALTH AND TRADING STANDARDS)

	Travellers Service	Travellers Policy	E	Robert King	Internal	Y	1,2 & 3	Travellers	3	2
	Food Law Enforcement	Enforcement Policy	E	Paul Nicholas	Internal	N	1& 3	Racial groups normally involved in food trade	2	0
	Consumer Advice	Enforcement Policy	E	Mike Pigrem	Internal	N	1	No	0	0
	Fair Trading	Enforcement Policy	E	Mike Pigrem	Internal	N	1	No	0	0
	Pollution Control	Enforcement Policy	E	Robert King	Internal	N	1	No	0	0
	Bereavement Services	N/A	E	Robert King	Internal	Y	1&3	All racial and faith groups	2	1

	Waste Management	Enforcement Policy	E	A Tector	Internal	N	1	No	0	0
	Animal Health	Enforcement Policy	E	Mike Higgins	Internal	N	No	No	0	0
	Dog Warden	Enforcement Policy	E	Mike Higgins	Internal	N	No	No	0	0
	Pest Control	N/A	E	Mike Higgins	Internal	N	N/A	No	0	0
	Markets and Fairs	N/A	E	Mike Pigrem	Internal	N	1&3	No	1	1
	Licensing	Enforcement Policy	E & R	Suzanne Laughland	Internal	N	1& 2	No	2	0

COUNTY SECRETARY AND SOLICITOR`S

	Conduct and carriage of legal functions and affairs of the Council		E	Kevin O'Keefe	Internal	Y	1, 2 & 3	No	2	0
		Data Protection	R				1	No	2	0
		Freedom of Information	R				1	No	2	0
		Procurement	R				1 & 2	No	2	0
	Legal advice to Councillors, members and committees		E	Kevin O'Keefe	Internal	Y	1, 2 & 3	No	2	0
		Data Protection	R				1	No	2	0
		Freedom of Information	R				1	No	2	0
		Whistleblowing	E				1, 2 & 3	No	2	0
		Members Code of Conduct	E				1, 2 & 3	Yes, BME	2	0
		Officers Code of Conduct	E				1, 2 & 3	No	2	0
		Planning Code of Conduct	E				1, 2 & 3	No	2	0

Conduct of litigation before courts, tribunals and inquiries		E	Kevin O'Keefe	Internal	Y	1	No	2	1
	RIPA	R				1	No	2	1
	Enforcement Concordat	E				1	No	2	1
	Draft Prosecution Policy	P				1	No	2	1

HUMAN RESOURCES

	Policy Development	Alternative Work	R	Head of HR	Internal	Yes*	1, 2, 3	No (evidence/reason)	3	1
		Annual Leave	E	Head of HR	Internal	Yes*		No (evidence/reason)	3	1
	Policy Development	Car Loans Scheme	E	Head of HR	Internal	Yes*		No (evidence/reason)	3	1
		Car Lease Scheme	E	Head of HR	Contracted	Yes*		No (evidence/reason)	3	1
		Career Break Scheme	E	Head of HR	Internal	Yes*	2, 3	No (evidence/reason)	3	1
		Career Information Sheet	R	Head of HR	Internal	Yes*	2, 3	No (evidence/reason)	3	1
		Change Management	R	Head of HR	Internal	Yes*	1, 2,	No (evidence/reason)	3	1
		Childcare Voucher Scheme	R	Head of HR	Contracted	Yes*	2	No (evidence/reason)	3	1
		Code of Conduct	E	Head of HR	Internal	Yes*	1, 2, 3	No (evidence/reason)	3	1

		Competency Framework for Managers	R	Head of HR	Internal	Yes*	1, 2, 3	No (evidence/reason	3	1
		Criminal Records Bureau Policy Statement	R	Head of HR	Internal	Yes*	2, 3	No (evidence/reason	3	1
		Dignity at Work Policy	P	Head of HR	Internal	Yes*	1, 2, 3	No (evidence/reason	3	1
		Disciplinary Policy, Procedure & Guidance	E	Head of HR	Internal	Yes*	1, 2, 3	No (evidence/reason	3	1
		Equal Opportunities Policy & Equal Opportunities (Employment)	E	Head of HR	Internal	Yes*	1, 2, 3	No (evidence/reason	3	1
	Policy Development	Exit Surveys	R	Head of HR	Internal	Yes*	1, 2, 3	No (evidence/reason	3	1
		Facilities Agreement (Trade Union Recognition)	E	Head of HR	Internal	Yes*		No (evidence/reason	3	1
		Flexible Working Hours Scheme	E	Head of HR	Internal	Yes*	2	No (evidence/reason	3	1
		Flexible Working Policy & Handbook	E	Head of HR	Internal	Yes*	2	No (evidence/reason	3	1
		Grievance Policy & Procedure	E (Head of HR	Internal	Yes*	1, 2	No (evidence/reason	3	1
		Harassment & Bullying Policy	E	Head of HR	Internal	Yes*	1, 2, 3	No (evidence/reason	3	1
		Honoraria Policy	R	Head of HR	Internal	Yes*	1, 2, 3	No (evidence/reason	3	1

		Identity Cards Policy	R	Head of HR	Internal	Yes*		No (evidence/reason	3	1
		Induction Policy & Guidance	E	Head of HR	Internal	Yes*	1, 2, 3	No (evidence/reason	3	1
		Job Descriptions & Person Specifications Guidance & Templates	R	Head of HR	Internal	Yes*	1	No (evidence/reason	3	1
		Job Share Policy	E	Head of HR	Internal	Yes*	2	No (evidence/reason	3	1
	Policy Development	Language Scheme	R	Head of HR	Internal	Yes*	1, 2, 3	No (evidence/reason	3	1
		Learning & Development	F	Head of HR	Internal	Yes*	2	No (evidence/reason	3	1
		Managing Attendance Policy & Guidance	E	Head of HR	Internal	Yes*	1, 2	No (evidence/reason	3	1
		Managing Performance Policy & Guidance	R	Head of HR	Internal	Yes*	1, 2	No (evidence/reason	3	1
		Manager's Guide	E	Head of HR	Internal	Yes*	2, 3	No (evidence/reason	3	1

		Management Development Scheme	E	Head of HR	Internal	Yes*	2	No (evidence/reason)	3	1
		Maternity Guidance	E	Head of HR	Internal	Yes*	1, 2	No (evidence/reason)	3	1
		Market Forces Supplement Policy	R	Head of HR	Internal	Yes*		No (evidence/reason)	3	1
		No Smoking Policy	E	Head of HR	Internal	Yes*		No (evidence/reason)	3	1
		Parental Leave – Guidance & Policy	E	Head of HR	Internal	Yes*	1, 2	No (evidence/reason)	3	1
		Pay & Reward Policy	F	Head of HR	Internal	Yes*	1, 2, 3	No (evidence/reason)	3	1
	Policy Development	Pay & Workforce Development Strategy	P	Head of HR	Internal	Yes*	1, 2, 3	No (evidence/reason)	3	1
		Politically Restricted Posts	E	Head of HR	Internal	Yes*		No (evidence/reason)	3	1
		Recruitment & Selection Policy, Guidance & Templates	E	Head of HR	Internal	Yes*	1, 2, 3	No (evidence/reason)	3	1
		Redundancy Policy & Procedure	E	Head of HR	Internal	Yes*	1, 2	No (evidence/reason)	3	1
		Relocation Scheme	E	Head of HR	Internal	Yes*	2	No (evidence/reason)	3	1
		Severance Policy	E	Head of HR	Internal	Yes*	1, 2	No (evidence/reason)	3	1
		Sickness Absence Guidance	E	Head of HR	Internal	Yes*	1, 2	No (evidence/reason)	3	1

								(evidence/reason		
		Single Status Terms & Conditions	R	Head of HR	Internal	Yes*	1, 2	No (evidence/reason	3	1
		Staff Review & Development Scheme	E	Head of HR	Internal	Yes*	1, 2	No (evidence/reason	3	1
	Policy Development	Team Briefing Guidance	E	Head of HR	Internal	Yes*	2	No	1	0
		Termination or Staff Transfers Guidance	E	Head of HR	Internal	Yes*		No (evidence/reason	3	1
		Time off for Dependants	E	Head of HR	Internal	Yes*	1, 2	No (evidence/reason	3	1
		Volunteering Policy	E	Head of HR	Internal	Yes*	2	No (evidence/reason	3	1
		Whistleblowing Policy	E	Head of HR	Internal	Yes*	1, 2, 3	No (evidence/reason	3	1
		Work Experience Policy	R	Head of HR	Internal	Yes*	1, 2	No (evidence/reason	3	1
		Workplace Relocation Policy	E	Head of HR	Internal	Yes*	2	No (evidence/reason	3	1
	Health & Safety	Health & Safety Policy	E	Head of HR	Internal	Yes*	2	No (evidence/reason	3	1

- via Workforce Monitoring Training & Development Monitoring; Exit Surveys; Retention Surveys; Staff Opinion Survey; Staff Review & Development Process; Sickiness Absence monitoring & monitoring of disciplinaries & grievance

COUNTY TREASURER'S

	Benefits (Housing & Council Tax)	Housing and Council Tax Benefit Overpayment Policy	E	Susie Binns	Internal	N	1, 2 & 3	No	0	0
		Discretionary Housing Payment Policy	E	Susie Binns	Internal	N	1, 2 & 3	No	0	0
	Council Tax Billing & Collection	Review of Methods of payment	E	Rob Morgan	Internal	N	1, 2 & 3	No	0	0
		Write-off Policy	E	Rob Morgan	Internal	N	1, 2 & 3	No	0	0
		Recovery Policy	E	Rob Morgan	Internal	N	1, 2 & 3	No	0	0
		Guidelines for the granting of Locally Determined Discounts	E	Rob Morgan	Internal	N	1, 2 & 3	No	0	0
	Non-Domestic Rates Billing & Collection	Discretionary Rate Relief	E	Rob Morgan	Internal	N	1, 2 & 3	No	0	0
		Non- Domestic Rate Relief in Rural Areas	E	Rob Morgan	Internal	N	1, 2 & 3	No	0	0
		Hardship Relief	E	Rob Morgan	Internal	N	1, 2 & 3	No	0	0
		Business Rates - Section 44a (part occupation)	E	Rob Morgan	Internal	N	1, 2 & 3	No	0	0
	Customer Services	None other than Corporate Policies	E	Alison Cook Simon Griffith to 1/7/05	Internal	N	1, 2 & 3	No	0	0

	Revenues (Sundry Debtors)	Raising & Recovery of Income Policy	E	Rob Morgan Alison Cook to 1/7/05	Internal	N	1, 2 & 3	No	0	0
		Invoiced Income Write-off Policy	E	Rob Morgan Alison Cook to 1/7/05	Internal	N	1, 2 & 3	No	0	0
	Parking Enforcement	None other than Corporate Policies	E	Rob Morgan Alison Cook to 1/7/05	Internal	N	1, 2 & 3	No	0	0
	Cashiers	None other than Corporate Policies	E	Alison Cook	Internal	N	1, 2 & 3	No	0	0
	Benefits Investigation	Benefit Fraud - Anti Fraud Code	E	Karen Darby	Internal	N	1, 2 & 3	No	0	0
		Benefit Fraud - Anti Fraud Strategy	E	Karen Darby	Internal	N	1, 2 & 3	No	0	0
		Benefit Fraud - Prosecution Policy	E	Karen Darby	Internal	N	1, 2 & 3	No	0	0
	Financial Policy	Treasury Management Policy	E	Andrew Tanner	Internal	N	None	No	0	0
		Car Loan Policy	E	Heather Foster	Internal	N	1, 2 & 3	No	0	0
		Leasing Policy	E	Heather Foster	Internal	N	1, 2 & 3	No	0	0
		Computer Loan Policy	E	Steve Cameron	Internal	N	1, 2 & 3	No	0	0
		VAT Policy	E	Steve Cameron	Internal	N	None	No	0	0

				Cameron						
		Capital Strategy	E	Steve Cameron	Internal	N	None	No	0	0
		Revenue Budget Policy	E	David Keetch	Internal	N	1, 2 & 3	No	0	0
	Audit	Audit Planning Policy	E	Tony Ford	Internal	N	None	No	0	0
	Accountancy	None other than Statutory and Corporate Policies	E	David Keetch	Internal	N	None	No	0	0
	Payments	None other than Corporate Policies	E	Alun Smith	Internal	N	1, 2 & 3	No	0	0
	Payroll	None other than Statutory and Corporate Policies	E	Alun Smith	Internal	N	1, 2 & 3	No	0	0
	Risk Management & Insurance	Insurance Policy	E	Andrew Tanner	Internal	N	None	No	0	0