



City of Westminster

## **Race Equality Scheme 2009-12**

## WESTMINSTER CITY COUNCIL RACE EQUALITY SCHEME 2009-12

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## 1. INTRODUCTION

Westminster is a diverse city and its residents come from all over the world. The city has a strong history of migration, as people arrive here attracted by the wealth of opportunities the city has to offer.

In March 2009, Councillor Colin Barrow, Leader of Westminster City Council outlined his vision for the city:

“My vision is of a living city of opportunity. Of communities where you can rely on your neighbour, know and respect your local police officers, use your community library and support your school, sports club, faith group or amenity society. A living city where families can thrive in the heart of London.”

At Westminster City Council we want to make sure that we are doing what we can to support the city's diversity and to ensure that all residents and our staff have the same opportunities and access to services. This document outlines how we plan to meet this ambition.

It also outlines the council's commitment to the general duty in the *Race Relations Act 1976* (the Act) and the *Race Relations (Amendment) Act 2000* to eliminate unlawful racial discrimination and promote equality of opportunity and good relations between people of different racial groups.

This is the Council's third Race Equality Scheme (RES). We have made significant progress and improvements since our first RES was published in 2002. In 2007, the Council reached Level 3 of the Equality Standard for Local Government. Under the new Equality Framework for Local Government, the Council is treated as 'achieving'. The Council continues to improve as we strive for excellence.

In response to the Equalities Bill 2009 that will streamline current equalities legislation and create a single equality duty on public bodies to tackle discrimination, promote equality of opportunity and foster good relations, the Council is preparing a Single Equality Scheme to be published in April 2010. This Single Equality Scheme will outline the Council's commitment to the equality duties on gender, disability and race, and the other protected characteristics of age, sexual orientation and faith or belief, as well as our wider commitment to improving life chances. As such, the Single Equality Scheme will replace the council's Gender Equality Scheme 2007-10, the Disability Equality Scheme 2006-09 and this Race Equality Scheme 2009-12.

As the Council is developing a Single Equality Scheme for April 2010, this RES focuses on our priorities and actions for tackling racial discrimination and promoting equality and good race relations until this time.

## **2. WESTMINSTER CITY COUNCIL'S APPROACH AND EQUALITY DECISION MAKING STRUCTURES**

The RES sets out what we will do to deliver the Council's wider strategies for promoting equality across the city. Promoting equality cuts across the objectives in Westminster's City Plan (2006-16) and is the focus for specific aims and action points under each of the City Plan themes. Addressing inequality in disadvantaged areas is also a key theme that underpins the improvement priorities contained in Westminster's Local Area Agreement (LAA) (2008-11). It is the responsibility of the Leader, Cabinet, Elected Members and key decision-makers to ensure that policy and decision making processes take account of the Council's equalities commitments.

The Chief Officers Diversity Group (CODG) has overall responsibility for equality and diversity within the Council. CODG includes Chief Officers from each department within the Council and is chaired by the Chief Executive. CODG is supported by equality policy officers within the central Policy Unit and by nominated Departmental Diversity Coordinators in each service area. The Council will review these governance arrangements as we move towards a Single Equality Scheme to ensure that equality and diversity considerations are embedded at all levels of the Council.

We also work with our partners across the city to improve quality of life in Westminster. The Westminster Equalities Partnership (WEP) is a strategic initiative developed as part of Westminster's Local Strategic Partnership — the Westminster City Partnership. It expands on the role of the former Westminster Partnership for Race Equality to encompass all equality and diversity issues.

Membership of the WEP consists of representatives from NHS Westminster, the Metropolitan Police, voluntary and community organisations, and the Council. The WEP acts as a 'critical friend' to the Westminster City Partnership to make sure that its priorities and decisions are informed by equalities considerations and best practice. The WEP is represented on the City Partnership through the Chair and has links with the strategic networks tasked with taking forward the priorities and actions contained within the LAA.

The WEP is not intended to be a representative of Westminster's diverse communities. There are other sources for this, not least the recently reconstituted Community Network. The WEP aims to be a source of equalities expertise that helps build the capacity of others to understand the equalities impact of strategic developments and to challenge where necessary to ensure equality of outcome. The WEP will work closely with the Community Network and other representative bodies to ensure that its equalities focus is responsive to community needs.

The Council also works with the Trade Unions on equalities and other staff matters through the departmental Joint Consultative Committees process and through meetings of the Equalities Trade Union Consultation Group.

### **3. ETHNIC DIVERSITY IN WESTMINSTER**

#### **3.1 Community Profile**

Westminster is a City of huge contrasts with a rich and diverse cultural heritage. There are some long established communities and also many new communities. The huge turnover of the population in Westminster (over 25 per cent of residents arrive or leave each year) means that the nature of communities may change considerably year on year.

The latest population estimates indicate that over 93,000 (or 51 per cent) of residents were born outside of the United Kingdom. This is a 16 per cent rise in non-UK born residents from the 2001 Census figure. White British residents make up half of the total population (which is now estimated at 234,000). The proportion of Black or Minority Ethnic (BME) residents has increased by 26 per cent since the 2001 census.

When looking at the population projections it is estimated that by 2026, 31% of the population will be BME. The greatest increases are expected in Chinese, Indian, Other Asian and "other" groups. "Black other" and Pakistani populations look set to remain fairly static, whereas it is predicted that there will be a moderate decline in Black African, Bangladeshi and Black Caribbean populations.

The gender divide in all ethnicities is fairly equal across all age groups, with no particular sex or age group appearing to be more prevalent. Population growth and decline is also fairly equal in both males and females.

The ethnicity of our younger residents shows even greater diversity and will, in time, alter the ethnic profile of the city considerably. This is demonstrated in the education system where over 150 languages are spoken in Westminster schools.

In the next 5 years, it is predicted that the proportion of children and young people who belong to Indian, Chinese and Other Groups will increase whereas the proportion who belong to Black African and Bangladeshi groups will fall.

Westminster has a higher percentage of residents who are Chinese, mixed White and Asian, and 'other' than any other authority in England. It also contains the second highest percentage of 'other mixed' and 'other white' residents. There is also a considerable Arab presence in the city, although the size of the community is difficult to estimate because of its uncertain placing within the census groups. Using country of birth or ethnicity/ religion data, it is likely that 4 to 6 per cent of the Westminster population are Arab and it is likely this will increase.

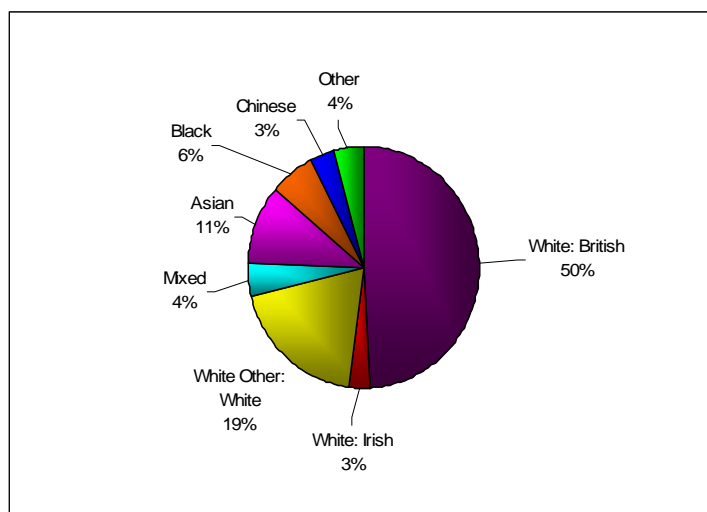


Figure 2. Ethnicity in Westminster (from Mid Year Estimates 2007).

Certain ethnic groups are concentrated in particular pockets of the city. The Bangladeshi community, for example, tend to live in Church Street, whilst most Black Caribbean's live in the north west wards of Harrow Road, Queens Park and Westbourne. These areas are also amongst the most deprived areas in the city.

### 3.2 Staff Profile

Within the Council 23.10 per cent of all staff identify as BME. Please find below the breakdown of the council's overall workforce:

Ethnicity	Workforce Profile (31.3.2009)	
	No	%
Asian or Asian British	290	5.76
Black or Black British	564	11.21
Chinese	53	1.05
Mixed	129	2.56
White	2,971	59.03
Other	127	2.52
Not Known	896	17.80
Refused	3	0.06
<b>Total</b>	<b>5,033</b>	<b>100</b>

In terms of Senior Management staff, 6.77 per cent identify as BME:

Ethnicity	(31.3.2009)	
	No	%
BME	9	6.77
White	117	87.97
Refused	1	0.75
Not Known	6	4.51
<b>Total</b>	<b>133</b>	<b>100</b>

## 4. OUR ACHIEVEMENTS AND PRIORITIES

### Our Achievements

Over the last three years we have undertaken a significant programme of work to improve race equality in the city and in our workforce.

These are a few of our achievements:

- the "blueprint for cohesion" summit with our partners and community organisations that resulted in a City Partnership agreed set of principles for community cohesion and established a strategic sub-group involving partners and the voluntary and community sector to lead on delivering these principles
- establishing the Westminster Partnership for Race Equality, and the subsequent Westminster Equality Partnership which acts as a 'critical friend' to the Westminster City Partnership (WCP) to support it to tackle discrimination, reduce barriers, promote involvement and ensure services are accessible to the City of Westminster's diverse community
- delivering on the Westminster Ethnic Minority Needs Audit (WEMNA) Pledges
- further strengthening the Westminster Faith Exchange to facilitate interfaith cooperation and dialogue between the Council and the diverse range of faith communities in Westminster
- celebrating diversity through annual events such as Black History Month which includes a range of activities designed to recognise Westminster's diversity and raise to profile of equalities work
- establishing dedicated staff quiet spaces within two key council buildings for reflection, religious observance, prayer or meditation
- two staff diversity codes have been established – staff decided to form networks for Black and Minority Ethnic staff and Lesbian, Gay, Bisexual and Transgender staff
- the Council has joined a number of leading Employers Forums including Race for Opportunity who provide additional training and support materials
- the Council is currently introducing new diversity codes which identify the ethnicity, disability, sexual orientation, religion or belief of staff. This is to improve our monitoring and analysis of data
- meeting Level 3 of the Equality Standard for Local Government in 2007

## **Our Priorities**

Our priorities have been developed in consultation with our community stakeholders, our key partners and with Trade Unions. Within the Council all departments have been involved in developing our priorities and they have been approved by the Chief Executive and the CODG.

### **1. Develop the Westminster Equalities Partnership to encourage the Westminster City Partnership to make sure that its priorities and decisions are informed by equalities considerations and best practice.**

The Council is a key partner in the Westminster Equalities Partnership (WEP). The WEP is an emerging body, and in 2009-10 we will be focused on working with the Partnership to build its capacity to fulfill its purpose of acting as a 'critical friend' to the WCP to support it to tackle discrimination, reduce barriers, promote involvement and ensure services are accessible to the City of Westminster's diverse community.

### **2. Ensure consultation is effective and inclusive**

We are working with NHS Westminster, our other partners and the voluntary and community sector to develop a joint involving people strategy to strengthen our consultation and community engagement. We are also developing a new and improved Community Network with greater ability to involve members of the community, influence policy and decision making.

### **3. Embed equality and diversity practices in the new structure of Westminster City Council**

During 2009-10 the Council is changing and there will be a greater emphasis on commissioning for outcomes. Our priority is to ensure that we build on our progress to date and embed equality and diversity processes at every level of the Council's new structure. This is a timely opportunity to ensure equality outcomes are an integral part of the Council's commissioning function and that we are delivering evidence-based priorities and policy. By doing this we will deliver services that are more accessible and tailored to the needs of the community.

### **4. Continue to strengthen our Equality Impact Assessment process**

Equality Impact Assessments (EIAs) are one of the key elements of the Council's approach to embedding equalities into service delivery and employment. EIAs consider the impact of policies, functions and projects on our diverse communities, and assist the Council to design and improve services to ensure they are accessible for all.

In 2008 the Council developed a comprehensive schedule that includes a large number of EIAs for completion every year for the period 2008-11. During 2009-10 the Council will continue to ensure that EIAs are completed at

the right stage and to a high standard by introducing additional quality checks and a review process. The EIA schedule will also continue to be updated to include any new (or proposed changes to) existing policies, functions and projects and regular reviews of current services. The Council's EIA tool and guidance will also be revised and updated to ensure it is relevant and fit for purpose.

## **5. Train and develop our staff**

Training and developing our staff, including in relation to our equality duties will continue to be a priority for the Council.

To train and develop staff the Council will continue to:

- ensure all new staff are trained on equality and diversity considerations during the first day and monthly induction programmes
- implement specific training for all new senior and middle managers on all equalities strands
- provide opportunities such as the joint borough mentoring programme and staff diversity networks
- continue to design intranet pages for staff which outline a range of e-resources on equalities and diversity in terms of service provision and good practice in recruitment and training
- conduct Equality Impact Assessment training for key staff
- provide equality and diversity specific training to nominated Departmental Diversity Coordinators, who represent every service within the Council.

In 2009 and 2010 we will also:

- develop an e-learning tool on equality and diversity that will be available for all staff
- undertake an awareness raising campaign addressing bullying in the workplace and the Council's policy which is promoted within the Council using the WIRE

## **6. Attract and retain a diverse workforce to reflect the communities we serve**

The Council seeks to be an employer of choice, promoting a culture which is welcoming and accessible to all and provides a work environment that is free from discrimination, bullying, harassment and victimisation.

The Council will continue to ensure that all vacancies are widely advertised to the local community. This will be achieved through:

- ongoing development of the external web-site recruitment pages
- continuing to distribute vacancy bulletins to Jobcentre Plus and other key job brokers
- contributions to recruitment guides with a diversity focus e.g. Stonewall Recruitment guide

- guidance and support to Departmental Diversity Coordinators on good practice recruitment initiatives.

The Council works to retain talented staff and we will continue to:

- equality impact assess all HR strategies, policies and procedures
- support key staff diversity networks i.e. the Westminster Staff Diversity Network for BME staff and 'Proud' the Lesbian, Gay, Bisexual and Transgender Network
- work with leading Employers Forums, including Race for Opportunity, Opportunity Now, Employers Forum on Disability, Employers Forum on Age, Employers Forum on Faith
- include equality and diversity considerations in the annual Staff Survey to identify staff needs and areas for improvement
- develop initiatives to support staff such as the 'Quiet Space' for prayer or quiet reflection.

## **5. OUR SPECIFIC DUTIES UNDER THE RACE RELATIONS ACT**

This section outlines how we are meeting our specific duties under the Act.

### **5.1 Identifying and assessing functions and policies, and consulting on their likely impact**

The Council is committed to undertaking Equality Impact Assessments on new or changing strategies, policies and projects where these may have a differential impact (positive or negative) on different groups of residents, service users, staff and potential employees.

The Council maintains a schedule of the functions, policies and projects that it will assess each year for potential impact on different groups of residents or service users over the six equality strands. The Council's schedule of Equality Impact Assessments for 2008-11 is available on the Council's website.

The schedule of Equality Impact Assessments is monitored by Departmental Diversity Coordinators and the Chief Officers Diversity Group. Each Equality Impact Assessment is signed off by the relevant manager.

### **5.2 Monitoring policies for adverse impact**

The Council has established monitoring systems to measure the volume of use and satisfaction rates among BME communities where relevant.

The City Survey is conducted annually and covers residents across the city. The latest survey of 3,000 residents showed 83 per cent of BME residents were satisfied with the way Westminster City Council is running the City, compared to 85 per cent of white residents.

Each service unit collects and analyses data on service usage to identify adverse impacts and take necessary actions where necessary.

In 2009, the Council will introduce periodic assessment of complaints data against ethnicity to identify if there are any recurring issues affecting specific communities in Westminster that need to be addressed.

### **5.3 Publishing assessment, consultation and monitoring reports**

A complete list of scheduled Equality Impact Assessments for the period 2008-11 is available on the Council's website. Individual Equality Impact Assessments are available on request, including action plans developed to mitigate any adverse impacts that have been identified. Requests can be made to the officers responsible for the EIA and their details are included in the EIA schedule:

<http://www.westminster.gov.uk/services/socialissues/equalities/>

The results of the City Survey and surveys of our staff are available on the Council website. All of the Council's equalities policies and equality schemes are consulted on and published on the Council's website.

## **5.5 Making sure the public has access to information and public services**

The Council communicates with its residents and stakeholders in a variety of ways to ensure that it reaches all of Westminster's diverse communities. The Council publishes information in the top 5 main languages in Westminster (Arabic, Bangli, Portuguese, Spanish and Chinese) and the Council has also established the Westminster Language Service which offers translation and interpretation services in over 100 languages and Braille.

The Council also offers Textphone, Videophone and ReadSpeaker. Textspeak allows members of the community to have text-based conversations with staff and is accessed through two specific numbers. Videophone gives access to a sign language interpreter at any of our One Stop Services and Readspeak software makes our website easier to use by reading the content of the Council's website to you.

The website is also updated regularly with information on all our services, and the Council annually publishes and distributes an 'A to Z' of its services to all residents and businesses. In addition, the Council publishes the 'Westminster Reporter' six times a year which goes to every household and business and features community activities and services available in the city. The Westminster Reporter has been developed to appeal to a wide audience and is available in accessible formats.

## **5.6 Staff Training**

Training and developing our staff, including in relation to our equality duties will continue to be a priority for the Council.

To train and develop staff the Council will:

- ensure all new staff are trained on equality and diversity considerations during the first day and monthly induction programmes
- implement specific training for all new senior and middle managers on all equalities strands
- develop an e-learning tool on equality and diversity that will be available for all staff
- ensure that equality considerations are built into all Council training
- provide opportunities such as the joint borough mentoring programme and staff diversity networks
- continue to design intranet pages for staff which outline a range of e-resources on equalities and diversity in terms of service provision, good practice in recruitment and training
- conduct Equality Impact Assessment training for key staff

- provide equality and diversity specific training to nominated Departmental Diversity Coordinators, who represent every department within the Council.
- Ensure that equality considerations are built into all Council training.

## **5.7 Monitoring staff in post and applicants**

The Council collects and analyses employment data on race/ethnicity in relation to:

- staff in post
- applicants for employment
- applicants for promotion
- grievances
- disciplinary action
- leavers & resignations
- sickness and absence
- training
- our senior management group
- grades structure.

Information is published annually in the Human Resources Workforce Profile and Monitoring Report available on the Westminster City Council website. Senior managers receive monthly performance progress reports which monitor the percentage of BME staff within the organisation and the top 5 per cent of earners from a BME background.

Monitoring of the workforce allows the Council to map trends/progress, and identify adverse impacts. The results of workforce monitoring are reported to the Chief Officers Diversity Group annually. Should adverse impacts be identified, actions plans are developed and implemented to ensure improvements.

A priority for the Council remains reducing the number of staff who identify as 'Not Known' in terms of ethnicity/race and disability. To assist with this ambition we have developed new diversity codes which identify the ethnicity, disability, sexual orientation, religion or belief of staff. Furthermore, we will promote the importance of the monitoring process and provide further information to staff on how the data will be used to promote equality of opportunity within employment.

## **6. FURTHER INFORMATION**

For further information on the Council's approach to equality and diversity, please visit the Council's website [www.westminster.gov.uk](http://www.westminster.gov.uk)

## WCC RACE EQUALITY SCHEME THREE-YEAR ACTION PLAN 2009-12

No	Task/activity	Actions/key milestones	Time-scale	Evidence	Lead	Intended outcomes
<b>1. Infrastructure is in place to manage &amp; monitor the implementation of the Race Equality Duty</b>						
1.1	Departmental Diversity Coordinators (DDCs) to co-ordinate the implementation of RES in service departments	Each department has a DDC that reflects restructured delivery units  Meetings are held bi-monthly  Actions are integrated into Departmental Business plans and into the individual workplans of DDCs	Ongoing	Roster of DDCs that reflects Delivery Units  Minutes of DDC meetings  Individual workplans	Policy Unit /DDCs	RES is corporate led and coordinated in delivery and support units  Build ownership and accountability in delivery and support units
1.2	Policy Unit to provide advice and support to commissioning, delivery and support units on equality and diversity best practice	Equality Impact Assessment undertaken on the change to a new commissioning model	Aug 09	EIA complete	Policy Unit	Equality and diversity practices embedded in the new structure of Westminster City Council  Services are more accessible and tailored to the needs of the community
1.3	Chief Officers Diversity Group (CODG) oversee all equality and diversity agenda including the RES	CODG meetings are held bi-monthly	Ongoing	Membership of CODG consists of the Chief Executive and Directors  Agenda, reports & action logs	CODG /Policy Unit	Demonstrate Council's commitment to equality and diversity at the most senior level  Mainstream equality and diversity by integrating with all services

No	Task/activity	Actions/key milestones	Time-scale	Evidence	Lead	Intended outcomes
						Integrate race equality targets into business plans
1.4	Regular updates on equality objectives to CODG	CODG receive regular updates on performance & take actions to address under performance as and when necessary  Develop robust process for dealing with underperformance	Ongoing	Business plans 2009-12  Reports & minutes tabled at CODG and Cabinet	Directors	Regular monitoring of the RES and business plans against equality targets  Monitoring data & performance reports to show progress and remedial actions
<b>2. Assessing and consulting on the likely impact of proposed functions and policies on promoting race equality</b>						
2.1	Prioritise list of functions and policies in line with the statutory requirements	Schedule of functions and policies to be impact assessed for 2008-11, redrafted annually  To be revised in 2009 to reflect changes in Business Plans due to the restructure	March 2010 2011 2012  2009	Schedule for 09-10  Revised schedule in Oct/Nov 09  Updated schedules for subsequent years	Managers & DDCs	Schedule reflects change in business plans annually, and in Delivery Unit post-restructure 2009

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No	Task/activity	Actions/key milestones	Time-scale	Evidence	Lead	Intended outcomes
2.2	Assess and consult on impact of new and proposed policies in list of functions & policies	EIAs undertaken  Regular reports of EIAs undertaken against EIA schedule at DDC and CODG meetings	Ongoing	Completed EIAs  Reports to CODG  Minutes of CODG and DDC meetings	Policy Unit/DDCs	Council services are impacted assessed to leading to better service design and access to services
2.3	Strengthen the EIA process	EIA review process established  Random selection of EIAs reviewed regularly  High standard EIAs published on intranet to assist staff learning	2009  Ongoing  Ongoing	EIA reviews complete  Reports to CODG  EIAs on intranet	Policy Unit/DDCs	Ensure high quality EIAs that consider the impacts on all equality groups leading to better service design and access to services
2.4	Review Equality Impact Assessment toolkit and guidance	Review of the EIA toolkit and guidance against needs highlighted in EIA quality check	Ongoing	Revised EIA toolkit and guidance endorsed by CODG	Policy Unit	Ensure high quality EIAs that consider the impacts on all equality groups leading to better service design and access to services
<b>3: Understanding Need/Issues</b>						
3.1	Develop the Westminster Equalities Partnership	Policy Manager appointed  Work plan developed and agreed with stakeholders  Work plan implemented	Oct 09  2009  Ongoing	Agreed work plan  Monitoring reports	Policy Unit	The WEP fulfils its purpose to act as a 'critical friend' to the Westminster City Partnership (WCP) to support it to tackle discrimination, reduce barriers, promote involvement and ensure services are accessible

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No	Task/activity	Actions/key milestones	Time-scale	Evidence	Lead	Intended outcomes
						to the City of Westminster's diverse community.
3.2	Develop new consultation strategy with partners to ensure all groups have access to consultation	Joint Involving People Strategy  Improved Community Network	2010  Oct 09	Strategy published  Improved Community Network operating	Communications/Policy Unit	More effective and partnership-based approach to consultation
3.3	Monitor perception of staff and residents of race equality	Use Staff Survey and City Survey to monitor perception of race equality  Undertake periodic assessment of complaints data against ethnicity	March 2010, 2011, 2012  Ongoing	Staff Survey reports  City Survey reports  Complaints data	Communications/Policy Unit	Perception of race equality within the community and the Council improves over time  Actions are promptly taken to address gaps/concerns
3.4	Review monitoring systems, in both service delivery and employment practices by ethnicity	Ensure performance monitoring systems on both employment and service delivery include ethnicity where relevant  Review and update diversity codes to reflect changes in demographics	Ongoing  Jun 09	Performance Reports  Diversity Codes Reports	Policy & Performance  HR	Ensure discrimination is not taking place in relation to employment and access to services  Council adopts comprehensive diversity codes for monitoring employment
3.5	Review systems for taking remedial actions when the monitoring data presents adverse	Ensure performance frameworks include equality and diversity monitoring where appropriate	Jun 09	Performance reports	Policy and Performance	Ensure race equality is monitored and included in key action/improvement plans

No	Task/activity	Actions/key milestones	Time-scale	Evidence	Lead	Intended outcomes
	impact					
3.6	Review procedure for reporting race incidents in the provision of Council services	Review undertaken  Recommendations to CODG	2010  2010	Review Report  Report to CODG	Policy and Performance	Improved monitoring of incidents
<b>4: Publish results of impact assessments, consultation and monitoring</b>						
4.1	Publish the results of assessment, consultation and service monitoring	Publish impact assessment and monitoring arrangements in customer's preferred format	Ongoing	Reports of impact assessments and action plans	Policy Unit	Ensure transparency
4.2	Publish employment monitoring data	Data on intranet and website	Ongoing	Annual reports online	HR	Ensure transparency
<b>5: Ensuring Public Access to Information and Services</b>						
5.1	Monitor effectiveness of corporate communication, with respect to ethnic minority groups	Ensure communication guidelines identify communication needs of BME people and address accessibility issues  Ensure Council's website provides easily identifiable links to equality and diversity information  Review the council website	Ongoing	Web communication guidelines include accessibility issues  The annual city survey compares how all ethnic groups rate the council's communication activity	Communications  Communications	Ensure information is accessible by all target groups  Low number of complaints about inaccessibility to information  Language barrier to access services is reduced and communication with minority ethnic communities is improved

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No	Task/activity	Actions/key milestones	Time-scale	Evidence	Lead	Intended outcomes
		for accessibility by public			Communications	A greater take-up of service and satisfaction with the service provided
5.2	Annual Review of all ethnic groups satisfaction rates with the Revenue and Benefits Service to identify accessibility issues	Review undertaken  Accessibility issues addressed	2009  2010  2011	The annual benefits survey  Minutes of regular meetings with stakeholders: agenda item relating to diversity issues	Finance	Low number of complaints about inaccessibility to information  A greater take-up of service and satisfaction with the service provided
5.3	Continue to work towards raising attainment in education for BME children through narrowing the gap projects	Narrowing the Gap Action Plan	Ongoing	Action plan, school assessment results ethnicity	Director of Schools and Learning	Fundamental to ongoing work of children's services (schools and learning) to improve attainment for all children and young people and put measures in place (such as Narrowing the gap project) to ensure that this happens
5.4	Encourage and support career development and increase in leadership positions in schools from BME applicants	Target Wave 3 bid successful- strategy being developed with the Central London Local Authority Collaborative (Westminster, Kensington & Chelsea, Hammersmith & Fulham)	Ongoing	Evidence of the Targeted Wave 3 strategy	Director of Schools and Learning with Central London Collaborative	Working towards a balanced schools workforce in Westminster which more accurately reflects that of the children and young people being taught in its schools and provides positive role models in the form of leadership positions

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No	Task/activity	Actions/key milestones	Time-scale	Evidence	Lead	Intended outcomes
		Conference aimed at career development and leadership for BME teachers in Westminster and other central London boroughs	1 July 09	Take up/attendance at conference		
5.5	Review of Racist Incidents procedure, in schools and other children and young people settings	Set up review group in children's services  Agree intended outcomes  Produce support material for schools and other children and young people settings	Autumn 2009	Support material produced by 2010.  Monitor racist incidence returns from schools every half term by Children Services Board	Director of Children's Services led by Strategy & Performance	Ensure all children and young people settings understand and take racist incidents seriously
5.6	Consultation and information sharing with BME Network on children's services	Consultation with BME network on BME pupil education achievement; admissions; early years and extended schools.	Summer 2009	Minutes of meeting; actions	Director of Schools and Learning	Better understanding in local BME communities for the work children's services do in regards to ensuring children and young people from all communities get the best from the Every Child Matters framework as applied in the City of Westminster
5.7	Publish care group led and outcomes focussed Equalities and Diversity Adult Services Plan	Care group commissioning strategies to include up to 5 equality action points  Draft plan consulted on and	March 2010	Equality and Diversity Adult Services Action Plan published	Adult Services	Better understanding of equalities issues in commissioning leading to better service design and increased access to services

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No	Task/activity	Actions/key milestones	Time-scale	Evidence	Lead	Intended outcomes
		shared with NHS Westminster  Final plan published				
5.8	Understand and measure impact of personalisation of adult social care	Monitoring process established  Identify ways of promoting personalisation to BME communities	Sept 2009  Ongoing	Monitoring process established	Adult Services	Ensure personalisation agenda does not impact adversely on the community (including the BME community), by monitoring the process for impacts and taking action accordingly
5.9	Monitor the relationship and impact of safeguarding policies and protocols to ensure representation is not disproportionately high or low from BME communities	Review safeguarding alerts against ethnicity of service users and monitor and take remedial action as necessary	Ongoing	Quarterly and Annual Safeguarding Reports	Adult Services	Ensure representation is not disproportionately high or low from BME communities
5.10	Review and promote the use Textbox/video phone	Conduct surveys to determine usage and need  Identify ways of promoting services e.g. Learn to Sign Week, roadshows etc  Identify ways of promoting	Nov 2009	Analysis of surveys  Feedback from visits and consultation with deaf and hard of hearing people	Customer Services	Increase use of textbox and videophone to increase access to services

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No	Task/activity	Actions/key milestones	Time-scale	Evidence	Lead	Intended outcomes
		services for use by external bodies				
5.11	Address Housing Needs Survey findings showing Asian groups more likely to consider their homes in need of repair	Promotional/community events to raise awareness of energy & repairs grants	Ongoing	Minutes from meetings/workshop notes	Housing	A greater take up of repairs/energy grants by Asian households
5.12	Understanding of Choice Based Letting bidding activity	Research higher than average bidding levels by some ethnic groups	Sept 09	Research evidence	Housing	That all groups fully understanding Choice Based Letting
5.13	Better communication about the allocation of housing and housing service outcomes	Summary of annual monitoring report on internet/intranet and distribution to designated groups & designated agenda item where appropriate	Dec 09 & Ongoing	Website links  Meetings from meetings	Housing	Transparency on the letting of housing
<b>6: Promote equality of opportunity and good relations between people of different racial groups</b>						
6.1	Deliver the Westminster Faith Exchange work programme	4 meetings of the Faith Exchange per year and 6 meetings of the Executive Committee  Calendar of religious festivals	Ongoing	Minutes of meetings  Calendar of religious festivals	Policy Unit	Improve engagement with faith communities and provide a forum for the discussion of faith related issues  Encourage meaningful interaction across people from

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No	Task/activity	Actions/key milestones	Time-scale	Evidence	Lead	Intended outcomes
		Six Newsletters per year		Copies of Newsletters		different faith/ethnic backgrounds  Build the capacity of the Faith community sector
6.2	Complete Feasibility study on a potential new community facility in North Westminster that provides Muslim prayer space and acts as a service hub for the wider community	Consultants final report  Community feed back event	Sept 09  Nov 09	Consultants report  Minutes of consultation event	Policy Unit	Assisting the local Muslim communities to address the need for more prayer space in North Westminster  Improve engagement with Muslim communities
6.3	Deliver a community cohesion work programme	Cohesion Sub Group agrees work programme  Commission Preventing Violent Extremism funded projects	July 09  July – Oct 09	Minutes to cohesion sub group  Quarterly monitoring returns	Policy Unit  Community Protection	Monitor and improve community cohesion in Westminster  Improve engagement with Muslim communities  Build resilience to violent extremism
6.4	Children's Services will lead on organisation of Black History Month across the council and in	Working group set up  Programme of events and publicity produced, including for schools	May-Nov 2009	Strategy & performance children's services, and cross council Black History Month working party	Director of Children's Services Led by strategy and	More cohesive communities in the City of Westminster; better understanding and tolerance of the diverse communities in Westminster through education

No	Task/activity	Actions/key milestones	Time-scale	Evidence	Lead	Intended outcomes
	children and young people settings (this includes support and publicity of the event to all schools)	Events held  Evaluation of Black History Month after event			Performance	and celebratory events
<b>7: Training Staff in Race Equality Duty</b>						
7.1	Integrate the requirements of general and specific duties into training programmes	All senior and line managers have received equalities and diversity training which covered the Race Relations Act  All new staff attend induction sessions which covers equalities legislations and the Council's responsibilities	Ongoing	Evaluation of training from attendees  Induction programme	HR	Training reflects the requirements of the RES and equalities legislation  Staff are fully aware of the RES and their role in implementing the RES (and in duties under equalities legislation)
7.2	Assess and redevelop EIA training for staff	Use quality check of EIA's to assess training need  Assess training capacity	Ongoing  Ongoing	Understanding of training needs in relation to EIAs  Assessment of whether additional measures to improve EIA quality is required completed	Policy Unit	EIA training is effective and leads to high quality EIAs
7.3	Implement role-specific training for	Provide on-going training for DDCs	Ongoing	Data on attendance at training courses	HR/OD	DDCs and HRD staff are trained in E&D issues, Race

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No	Task/activity	Actions/key milestones	Time-scale	Evidence	Lead	Intended outcomes
	staff	<p>Provide training for HRD staff</p> <p>Highlight other training opportunities available through Employers' Forums</p>		Participant feedback		Equality Duty and EIA process.
7.4	Collate and analyse training data on applicants and recipients of training by ethnicity	<p>Set up systems for collecting, analysing and monitoring training data</p> <p>Produce training data reports for CODG and Senior Executive Board</p> <p>Take actions to address gaps in training</p> <p>Track staff performance and development after training</p>	Ongoing	Training data reports published as part of Annual Workforce Profile and Monitoring Report	HR/OD	Staff are clear about the Council's responsibilities in relation to the Race Relations Act and able to ensure responsibilities are met
<b>8: The Employment Duty</b>						
8.1	<p>Collate and analyse employment data on ethnicity in relation to:</p> <ul style="list-style-type: none"> <li>• staff in post</li> <li>• applicants for employment</li> </ul>	<p>Collate, analyse and produce reports on employment monitoring information</p> <p>Review all aspects of employment policy and</p>	Ongoing	<p>Employment monitoring data reports</p> <p>Data reports submitted to CODG and Senior Executive Board</p>	HR	<p>Analysis of employment data to identify trends &amp; adverse trends acted upon</p> <p>Recommend actions for improvement</p>

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No	Task/activity	Actions/key milestones	Time-scale	Evidence	Lead	Intended outcomes
	<ul style="list-style-type: none"> <li>• applicants for promotion</li> <li>• grievances</li> <li>• disciplinary action</li> <li>• leavers &amp; resignations</li> <li>• sickness/absence</li> </ul>	<p>procedure to address imbalance</p> <p>Engage staff groups to develop approaches for increasing workforce representation</p>				<p>Advise departments on remedial actions to address adverse impact and inform policy development</p> <p>Advise on the ways to increase the numbers and satisfaction of BME employees at all levels of the organisation</p>
8.2	Introduce new monitoring systems to capture ethnicity in relation to Performance Appraisals & increments	<p>Systems put in place</p> <p>First annual reports due 2010</p>	<p>July-Aug 09</p> <p>Mar 10</p>	<p>Ongoing data capture</p> <p>Annual reports to Senior Executive Board and CODG Mar 2010 onwards</p>	HR	Ensure discrimination is not taking place in relation to performance appraisal system and internal progression
8.3	Decrease the percentage of 'not known' in the staff profile	<p>Undertake communications to staff to increase understanding of the monitoring process</p> <p>Review job application information to promote completion of monitoring form</p>	Ongoing	Decrease in percentage of 'not known' staff in the profile	HR	<p>Improved understanding of the workforce</p> <p>Better able to identify problems at different stages of the recruitment and employment cycle</p>
8.4	Publish WCC workforce data	Reports circulated to Senior Executive Board, CODG, BME staff network, Trades Unions.	Annual	<p>Annual report</p> <p>Minutes of the relevant meetings</p>	HR	Raise awareness of reports and progress

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<b>No</b>	<b>Task/activity</b>	<b>Actions/key milestones</b>	<b>Time-scale</b>	<b>Evidence</b>	<b>Lead</b>	<b>Intended outcomes</b>
		Publish monitoring information on the WIRE and on WCC website				