



The Race Equality Scheme for the Cabinet Office

This is the Cabinet Office's Race Equality Scheme (RES).

This Scheme is a living document. The Department will continue to review its contents and up date or amend sections where appropriate.

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THE CABINET OFFICE OBJECTIVES

The Cabinet Office sits within the heart of Government, alongside the Prime Minister's Office and the Treasury. Its aim is to ensure that the Government delivers on its priorities through five main roles:

1. to support the Prime Minister in leading Government
2. to support the Government in transacting its business
3. to help deliver key public service priorities
4. to lead and support the reform and delivery programme, and
5. to co-ordinate security and intelligence and civil contingency matters and protect the UK against disruptive challenges

Sir Andrew Turnbull is Head of the Civil Service and Cabinet Secretary. He is supported by Colin Balmer, Managing Director of the Cabinet Office.

Douglas Alexander MP is the Minister for the Cabinet Office and the Chancellor of the Duchy of Lancaster.

The Cabinet Office has recently reviewed its roles and restructured itself to ensure that it delivers its business agenda effectively. This has resulted in changes throughout the Department, including the re-shaping of the Management Board.

The different parts of the Cabinet Office are :-

The Prime Minister's Office

The Cabinet Secretariats	-	Ceremonial
	-	Civil Contingencies
	-	Defence and Overseas
	-	Economic and Domestic
	-	European
	-	Intelligence and Security

Communication Group

Corporate Services

Government Information and Communications Service (GICS)

Government News Network

Delivery and Reform Group

Corporate Development Group

Office of the e-Envoy

Office of Public Services Reform

Reform Strategy

The Prime Minister's Delivery Unit

The Strategy Unit

Regulatory Impact Unit

Private Offices Group

Whips' Offices (House of Commons)

Government Chief Whip's Office (House of Lords)

DIVERSITY IN THE CABINET OFFICE

The Cabinet Office is committed to providing equal opportunities for all, irrespective of ethnicity or nationality, gender, transgender, sexuality, disability, age, religion, marital status and working patterns.

We listen to, value and respect each other as individuals with a contribution to make to ensure the Department achieves its aims.

Human Resources' Responsibility

Human Resources are responsible for equality and diversity policy within the Cabinet Office. In this role they:-

- ❖ develop and review yearly the Department's Equality and Diversity Action Plan, provide equality and diversity training and co-ordinate other activities such as childcare provision and the staff diversity networks;
- ❖ provide clear, accessible guidance to managers and individuals on the Department's Human Resource policies and practices;
- ❖ support all staff through the provision of clear policies on harassment, bullying and victimisation and trained harassment contact officers;
- ❖ encourage the use of flexible working patterns and support managers and staff in using such work patterns.

Manager Responsibility

Managers at every level are responsible for ensuring that the equality and diversity policies are upheld in their area. In doing so, they are responsible for ensuring fairness and impartiality in selecting, managing and developing their staff. They should:-

- ❖ think through and incorporate equality and diversity into all aspects of management and encourage and include all staff, not just those with similar backgrounds and interests;
- ❖ assist staff and Heads of Management Units in drawing up and delivering specific equality and diversity objectives with measurable outcomes;
- ❖ be open and receptive to requests from staff to adopt flexible work practices, and ensure that staff have a reasonable life/work balance by structuring work flexibly and creatively to achieve this;
- ❖ encourage staff to participate in diversity networks or act as harassment contact officers, and
- ❖ seek advice and help about any work facilities that need to be adapted to meet an individual's needs.

Individual Responsibility

It is important for all staff, not just managers, to recognise and accept individual responsibility for equality and diversity within the Cabinet Office and everyone should attend scheduled equality and diversity training. They should:-

- ❖ ensure that their actions and words demonstrate and deliver respect and recognition for all;
- ❖ make sure that everybody can have their say, make their contribution and be recognised for it and
- ❖ feel free to advise managers and Human Resources if they have a disability or any work/ life balance issues which will require some adjustment to work conditions.

Discrimination, Harassment, Bullying and Victimisation

The Cabinet Office will not tolerate any form of unfair discriminatory behaviour, harassment, bullying or victimisation by individuals or managers. All staff should ensure that they do not behave in a way that could, intentionally or not, discriminate against or cause feelings of harassment in others. Discrimination, harassment,

bullying and victimisation are serious matters and the consequences of such behaviour can adversely affect performance and morale, lead to disciplinary proceedings, financial penalties for the department, personal liability for the manager or fellow employee responsible for the discrimination, including unlimited financial penalties.

What have we achieved in 2000 – 2003: -

Equality and Diversity

- Diversity Development Training for all staff
- All staff to have a Diversity Objective in their Performance Appraisal report against which their performance will be monitored
- Continued evaluation of the Department through a staff survey
- Highly Commended in British Diversity Awards 2000 for Department's efforts to develop good diversity practice and serve its community in an inclusive and valued way.
- Silver Award British Diversity Awards 2001 in 'Boosting Employment Potential' for disabled staff
- Gold Award for Diversity in Public Service Champion in the British Diversity Awards 2002.
- Diversity Champion appointed
- Dignity at Work statement and Equality and Diversity Action Plan launched
- Roll-out of Race Relations Amendment Act training programme
- Flexible Working Awareness Day introduced
- Flexitime system launched
- Simplified complaints procedure introduced
- New of Recruitment and Selection policies and practices

- Guidance on Setting Diversity Objectives made available to all staff
- Seminars on Setting Diversity Objectives delivered
- Guidance on Occasional Working from Home launched
- Programme of disability awareness raising, including hidden disabilities such as heart disease.
- Member of Opportunity Now and Race for Opportunity
- Member of Stonewall Diversity Champions Scheme
- Sponsor of Windsor Fellowship placements
- Provision of Work/life balance opportunities
- Support for childcare costs

Networks

- Five staff networks Coban – Cabinet Office Black and Asian Network, Disco – Disabled Staff in the Cabinet Office, Women's Network, Rainbow – Lesbian, Gay, Bisexual and Transgendered staff, and Part-time and Alternative Working Network.
- 18 Harassment Contact Officers spread throughout the Department

Volunteering

- One day's special leave a year for all staff to undertake voluntary work
- Links with communities through work experience opportunities and volunteering in local schools

HOW THE CABINET OFFICE WILL MEET ITS DUTIES

The Race Relations (Amendment) Act (RRAA) places a positive **general duty** on certain bodies and other persons to have due regard, when exercising their functions, to the need:

- i. to eliminate unlawful racial discrimination;
- ii. to promote equality of opportunity; and
- iii. good relations between persons of different racial groups.

These three aspects are complementary. The general duty is supported by **specific duties** imposed through secondary legislation.

Under the secondary legislation, public authorities (including government departments) are required to publish a **Race Equality Scheme**. The scheme should show how the public authority plans to meet its statutory duties.

According to the legislation, a Race Equality Scheme shall state in particular -

- a. those of its functions and policies, or proposed policies, which that authority has assessed as relevant to its performance of the duty imposed by section 71(1) of the Race Relations Act; and
- b. that authority's arrangements for –
 - i. assessing and consulting on the likely impact of its proposed policies on the promotion of race equality;
 - ii. monitoring its policies for any adverse impact on the promotion of race equality;
 - iii. publishing the results of such assessments and consultations as are mentioned in sub-paragraph (i) and of such monitoring as is mentioned in sub-paragraph (ii);
 - iv. ensuring public access to information and services which it provides;
 - v. training staff in connection with the duties imposed by section 71(1) of the Race Relations Act and this Order.

Such authority shall, within a period of three years from 31st May 2002, and within each further period of three years, review the assessment referred to in a.

The Race Equality Scheme

This is the Race Equality Scheme for the Cabinet Office, and applies to all those who work within the Cabinet Office. We would also ask other Departments to be mindful of the contents of our Scheme when working with us.

The Scheme sets out arrangements the Cabinet Office is putting in place to meet its requirements under the general and specific duties. The contents of the main body of the Scheme will be reviewed each year in May to ensure that it remains a relevant and accurate document.

This Scheme does not detail how the Cabinet Office is addressing all areas of diversity such as age, disability, ethnicity, gender, sexuality or religion. These aspects are included in full in the Cabinet Office Equality and Diversity Action Plan, introduced in November 2002.

The Scheme is available to all staff and members of the public via the Cabinet Office website. Briefing seminars on the Scheme and the Act were introduced in October 2002. Further work is now being undertaken to ensure that the duties of the Act are incorporated into the Department's standard training programme.

Functions and policies, or proposed policies assessed as relevant

In order to meet the general duties of the Act - eliminating discrimination, promoting equality of opportunity and good race relations - the Cabinet Office has identified which of its functions have particular relevance to these duties.

The requirements of the Race Relations (Amendment) Act 2000 have offered the opportunity to review the Department's current and proposed functions and policies, and to see how these functions and policies can and do act to promote race equality. (See Annexes A and B.)

Some of the Cabinet Office's functions are contracted out to private sector organisations. The Cabinet Office will acknowledge its obligations when discharging its functions through others, and will determine, for example, whether contracts should be used to specify actions that contractors should take to ensure that the department does not fail to meet its obligations in this area.

ADDITIONAL RESPONSIBILITIES AND LINKS WITH OTHER DEPARTMENTS

Customer Service

The majority of the Cabinet Office's divisions and units have little or no direct contact with members of the public. However, where such contact does take place, members of the public should be treated with dignity and respect, and staff should expect to be treated in the same manner. Depending on the number of customers the division / unit has, one or more of the following measures will apply: -

- establishing a user group to seek feedback and act on it,
- customer service training for all staff, including on coping skills for dealing with difficult customers,
- establishing a customer champion within the division/ unit who has lead responsibility for taking forward customer care issues,
- measuring the number of letters of complaint or thanks received and setting targets accordingly, and
- visiting www.benchmarking.gov.uk - a website dedicated to encouraging the spreading of good practice across the public sector.

New Initiatives

The Cabinet Office has a key role within government to review its own and government wide initiatives. This often has consequences for policy development. It will be the responsibility of the team developing new policies to ensure that they comply with the requirements of the Act.

New Work Areas

The Cabinet Office role's at the heart of Government means that it often gains responsibility for new work areas. Whilst the functions and policies of any new divisions and units will not immediately be reflected in this Race Equality Scheme, the Cabinet Office will continue to review its divisions and units to ensure that future Race Equality Schemes include all the Department's responsibilities. It will be the responsibility of the Head of Management Unit of any divisions/ units joining the Cabinet Office to ensure that they embody the duties of the Act when carrying out their functions and policies on behalf of the Department.

The Government Car and Despatch Agency (GCDA)

The GCDA is an Executive Agency of the Cabinet Office. GCDA provides driver and car services, and secure mail services to Government departments and the wider public sector.

Parliamentary Counsel Office (PCO)

The Parliamentary Counsel are a specialised team of about 50 lawyers with their own office in Whitehall. Their main work is drafting Government Bills for introduction into Parliament and related Parliamentary business. The PCO handle all Government Bills apart from one or two specialised types and those relating only to Scotland.

The work on a Bill includes drafting amendments to be moved by the Government in the course of the Bill's passage through Parliament; drafting any necessary financial and other resolutions; advising the department concerned with the Bill on opposition and back-bench amendments and on questions of Parliamentary procedure; attending, as required, sittings of both Houses (and Committees of those Houses) when a Bill is under discussion; and co-operation with officers of both Houses.

In view of their size, PCO uses a number of Cabinet Office central resources, and mirrors Cabinet Office appraisal and pay systems. The PCO is included in this Race Equality Scheme.

Non-Departmental Public Bodies (NDPBs)

The schedule to the Race Relations (Amendment) Act lists the larger public authorities (central and local government, the police, health bodies etc) which are subject to the duty to promote race equality. Some additional bodies, such as NDPBs, have also been included in the schedule. For the Cabinet Office's NDPBs, only the Honours Scrutiny Committee is subject to the duties of the Act. However, the Cabinet Office will keep this under review and seek where appropriate to include further NDPBs on the schedule. We also expect all Cabinet Office NDPBs, when carrying out their functions, to reflect the spirit of the Act.

The Treasury Solicitor' Department (TSol)

The Cabinet Office and Central Advisory Division (COCAD) of the TSol provides advisory services on most areas of law to the Cabinet Office and its agency. The Cabinet Office will be promoting the contents of this Scheme with COCAD to ensure that advisory lawyers are able to advise the Cabinet Office with a full understanding of the Department's Race Equality Scheme.

Central Office of Information (COI)

The Central Office of Information procures and advises on publicity services for Government Departments and agencies. The COI is not part of the Cabinet Office, but reports to Cabinet Office Ministers. The COI has its separate Race Equality Scheme.

ARRANGEMENTS FOR ASSESSING AND CONSULTING ON THE LIKELY IMPACT OF PROPOSED POLICIES ON THE PROMOTION OF RACE EQUALITY

Assessment

The majority of the Cabinet Office's functions do not directly impact on the public, although policies formulated within the Cabinet Office can ultimately affect how services are delivered to the public. Therefore it is important to look at all functions and policies, to assess whether they are relevant to the general duties and categorise them as of either high, medium or low relevance.

Further consideration was then needed to assess if the functions/ policies were affecting racial groups or individuals differently; and, if so, how this was happening and how it might be remedied.

Consultation

Each Management Unit was then asked how it would consult on the functions and policies that it had identified as being relevant to the duties of the Act.

Where consultation on functions and policies had already taken place, the Management Units were asked to look at what changes they had made to their functions/ policies and how they would monitor whether these changes had had the desired effect.

Where consultation had not yet taken place, Management Units were asked to look at how they would bring in consultation and review whether these changes were having the desired effect.

Each Management Unit needed to know whether people from ethnic minority groups were satisfied with their services and policy decisions, and were encouraged to use this consultation process to increase their understanding of people's needs and concerns that might have been overlooked or ignored. They were also encouraged to look at the most effective methods for consultation so as to tailor their methods to the groups they wanted to reach, not to consult too often or with the same groups, and to monitor and assess the consultation methods themselves.

A number of consultation methods were recommended such as:-

- ❖ Holding focus groups or reference groups with internal or external stakeholders, individuals or groups that the Division/ Unit has regular contact with to monitor its functions and policies.
- ❖ Holding random or targeted feedback interviews.
- ❖ Asking the staff networks if they can help look at what the Units do and highlight any potential problems.

The Strategy Unit

The Strategy Unit consult a wide range of stakeholders, when undertaking projects. They also use a variety of consultation methods such as focus groups, visits and discussions with those on the receiving end of government policy as well as front line staff and draws on lessons from around the world.

MONITORING POLICIES FOR ANY ADVERSE IMPACT ON THE PROMOTION OF RACE EQUALITY

Each Management Unit has been asked how they do or will consult on the functions and policies identified as being relevant to the duties of the Act.

Management Units are encouraged to view the work required by the Act as a positive way of ensuring they are carrying out their business in an effective manner. Each Management Unit needs to know whether people from all ethnic groups are satisfied with their services and policy decisions, and what impact their activities are having on racial equality and cohesion. Through gathering feedback they will be able to assess their overall performance as well as assessing their work in terms of the duties of the Act.

The Regulatory Impact Unit

The Regulatory Impact Unit will be asking visitors to their website for details of their ethnic origin as a way of testing the accessibility of the information they provide.

- ❖ Units will develop mechanisms for monitoring the impact of their functions where these are not currently in place.

PUBLISHING THE RESULTS OF ASSESSMENTS, CONSULTATIONS AND MONITORING

Statistical data on the ethnic origin of staff working within the Cabinet Office is already published twice yearly on the Department's website. Yearly statistics for all the employment areas required to be monitored under the Act will also be published on the Department's website, starting November 2003 for the period 1 April 2002 to 31 March 2003. In publishing data related to employees of the Cabinet Office, the Department follows the Code of Practice of Recording the Ethnicity of Staff, which ensures that information will be published in a format that will not identify individuals. Staff in post data as at 1 April 2002 and 1 October 2002 are attached at Annex C.

Management Units are responsible for disseminating results from consultation and monitoring exercises relating to their relevant functions and proposed policies. In disseminating this information Units will consider issues of data confidentiality and relative importance of the subject.

Public Appointments Unit (Corporate Development Group)

The Public Appointments Unit in the Corporate Development Group co-ordinates action across Whitehall to increase diversity in public appointments. It does this by promoting understanding of the work and value of public bodies and awareness of public appointment opportunities, particularly among currently under-represented groups, and ensuring that departments set and deliver specific targets to increase diversity. Departmental targets are published and progress against them is reported annually.

TRAINING STAFF IN CONNECTION WITH THE DUTIES

All Cabinet Office staff have either attended or will attend a Diversity Training Event. Some of these events were introduced prior to the implementation of the Race Relations (Amendment) Act and did not directly address the duties of the Act. However plans for further training are now being developed.

Specific training on the Act has now been delivered to Heads of Management Units who are responsible for cascading information and identifying any further training needs with their Units.

REVIEW

Heads of Management Units are responsible for ensuring that effective monitoring and consultation is carried out to ensure that the impact of their Unit's functions and policies remains under review.

All functions and policies identified in Annexes A and B will have been reviewed at least once by May 2005.

Where functions and/ policies were judged to have high relevance to the duties of the Act, or where there is some or substantial evidence that different racial groups are (or could be) differently affected these are marked with a (H) in the annexes. These functions/ policies should be seen as a top priority and should be reviewed each year whilst they remain of high relevance. The annexes give details of the review of these functions / policies undertaken for 2003.

Functions and policies judged as having medium relevance to the general duties, and where there may also be a little or some evidence that different racial groups are /or could be differently are marked (M). These functions and policies should be seen as a medium term priority and dealt with after high priorities, and reviewed every two years.

Functions and policies judged as having limited / low relevance to the general duties are marked with a (L) and should be reviewed every three years to consider whether any changes should be made to greater assist race equality.

If Management Units judge functions and policies as not being relevant to the duties of the Act these are marked as (n/a). It is the responsibility of the Unit to review this assessment at least every three years.

EMPLOYMENT DUTIES

In addition to duties to promote race equality in policies and functions, the Cabinet Office needs to ensure that its behaviours and ways of working are guided by fairness, equality and diversity. This is not only to demonstrate our commitment to being a good employer, but also to reflect our intention to take into full account the needs of the diverse population we serve.

The Act places a duty on Cabinet Office to monitor the following:-

- staff in post:-

The Cabinet Office monitors staff in post by gender, ethnic origin and disability. This information is broken down by grade.

- applicants for employment,

Both internal and external applicants for posts within the Cabinet Office are asked to complete an ethnic origin monitoring form.

- training,

Applications for training are monitored by racial group.

- and promotion.

A question has been included in our internal job vacancy application form to allow the monitoring of promotion by racial group.

We will also monitor the numbers of staff from each such group who,

- receive training;

A database for recording who has received training within the Cabinet Office is now in place.

- benefit or suffer detriment as a result of our performance assessment procedures;

A review will be conducted.

- are involved in the complaints procedures;

We will monitor those involved.

- are the subject of disciplinary procedures,

We monitor those involved in disciplinary procedures, and will continue to do so.

- or cease employment with us.

We already monitor by ethnic origin those leaving employment with the Cabinet Office, and are seeking to gather more anecdotal evidence for leavers via exit questionnaires.

Statistical information gathered via such monitoring described above will be published each year on the Cabinet Office web site. The first such publication will be in November 2003 for the period 1 April 2002 to 31 March 2003. The Cabinet Office has been monitoring its staff since 1989 by racial group. Staff in post data as at 1 April 2002 and 1 October 2002 are attached at annex C.

HUMAN RESOURCES POLICIES

In carrying out monitoring of the Cabinet Office's current staff and those applying for posts with the Department, Human Resources within the Cabinet Office will continue to review the effectiveness of its policies. Reviews of the recruitment process, attendance procedures, the complaints, discipline and poor performance procedures have now been completed.

All staff within the Department should remember the duties of the Act to eliminate discrimination, promote equality of opportunity and good race relations when carrying out any functions on behalf of the Department. Through this we expect all individuals, and especially those with management responsibilities, to act in a manner that maintains and promotes our diverse workforce and offer all staff the opportunity to utilise their talents fully in contributing to the Department's aims and objectives. The duties are particularly relevant in the following areas:-

Recruitment and Selection - including drafting advertisements, shortlisting, interviewing and assessing and selecting applicants. The Cabinet Office offers training for staff on recruitment and selection and managers and those involved in such processes are responsible for ensuring that they have received adequate up to date training and are familiar with the Department's equal opportunities and diversity statements and policies. This includes recruitment and promotion.

Performance Management – All staff should attend training on the Cabinet Office Performance Management system and the completion of forms for pay and bonus recommendations and must seek guidance if they remain unclear about any of the areas.

Harassment and Bullying – The Cabinet Office is committed to providing a working environment which allows people of all backgrounds and interests to work well together and to achieve their potential, and all staff have a role to play in ensuring this happens.

The Cabinet Office does not tolerate any form of harassment, bullying or victimisation, and all staff should be mindful to this. All allegations of harassment, bullying and victimisation will be investigated fairly and promptly. All instances will be considered under our complaints and discipline procedures, and will be handled in strict confidence.

DIVISIONAL/ UNIT DIVERSITY ACTION PLANS

All units and divisions within the Cabinet Office are required to produce People Plans to take forward points arising from their participation in the Diversity Development Training. These Plans will provide an additional means of integrating diversity issues into the day to day working of the Department.

RESPONSIBILITIES

List of Responsibilities for taking forward work in relation to the Race Relations Amendment Act and the Cabinet Office Race Equality Scheme

Work Area	Responsibility
<ul style="list-style-type: none"> • Overall responsibility for the elimination of discrimination, promoting equal opportunities and good race relations within the Cabinet Office. • Overall responsibility for ensuring the Cabinet Office meets the requirements of the Race Relations (Amendment) Act. 	Managing Director
<ul style="list-style-type: none"> • Units complete a review of their functions and policies in May of each year, as appropriate, and integrate the elimination of discrimination, promoting equal opportunities and good race relations into their work. • Units continue to monitor the impact of their review and consultation processes to ensure they remain suitable and proportionate throughout the year. 	Heads of Management Units
<ul style="list-style-type: none"> • Oversee Divisions' and Units' review of their functions and policies and monitoring of impact. • Use corporate levers to promote race equality in Cabinet Office functions – e.g. the business planning cycle. • To consider re-assigning roles and responsibilities for the Act as appropriate. 	Head of Corporate Services Group
<ul style="list-style-type: none"> • Ensure the yearly monitoring of employment takes place as required by the Act, and the results of such monitoring are analysed for differential impact by racial group. • Publish the results of such monitoring yearly. • Ensure training on the Act is developed and delivered for staff. • Continue to promote the process of review of Human Resource functions and policies. • Provide guidance for the rest of the Department to advise of the outcomes of such reviews. 	Director of Human Resources

Work Area	Responsibility
<ul style="list-style-type: none"> • Ensure that the main body of the Cabinet Office Race Equality Scheme remains up to date. • Monitor and oversee the conduct of all complaints as appropriate. 	Equal Opportunities Officer
<ul style="list-style-type: none"> • Ensure when developing new policies that they comply with the duties of the Act and that they reflect the contents of the Race equality Scheme. 	Policy Makers
<ul style="list-style-type: none"> • Familiarise themselves with the duties of the Act and to ensure they incorporate these duties into their work. • Ensure that they and their staff undertake any specific training. 	Managers
<ul style="list-style-type: none"> • Familiarise themselves with the duties of the Act and to ensure they incorporate these duties into their work. • Ensure that their attend specific training. 	Individuals