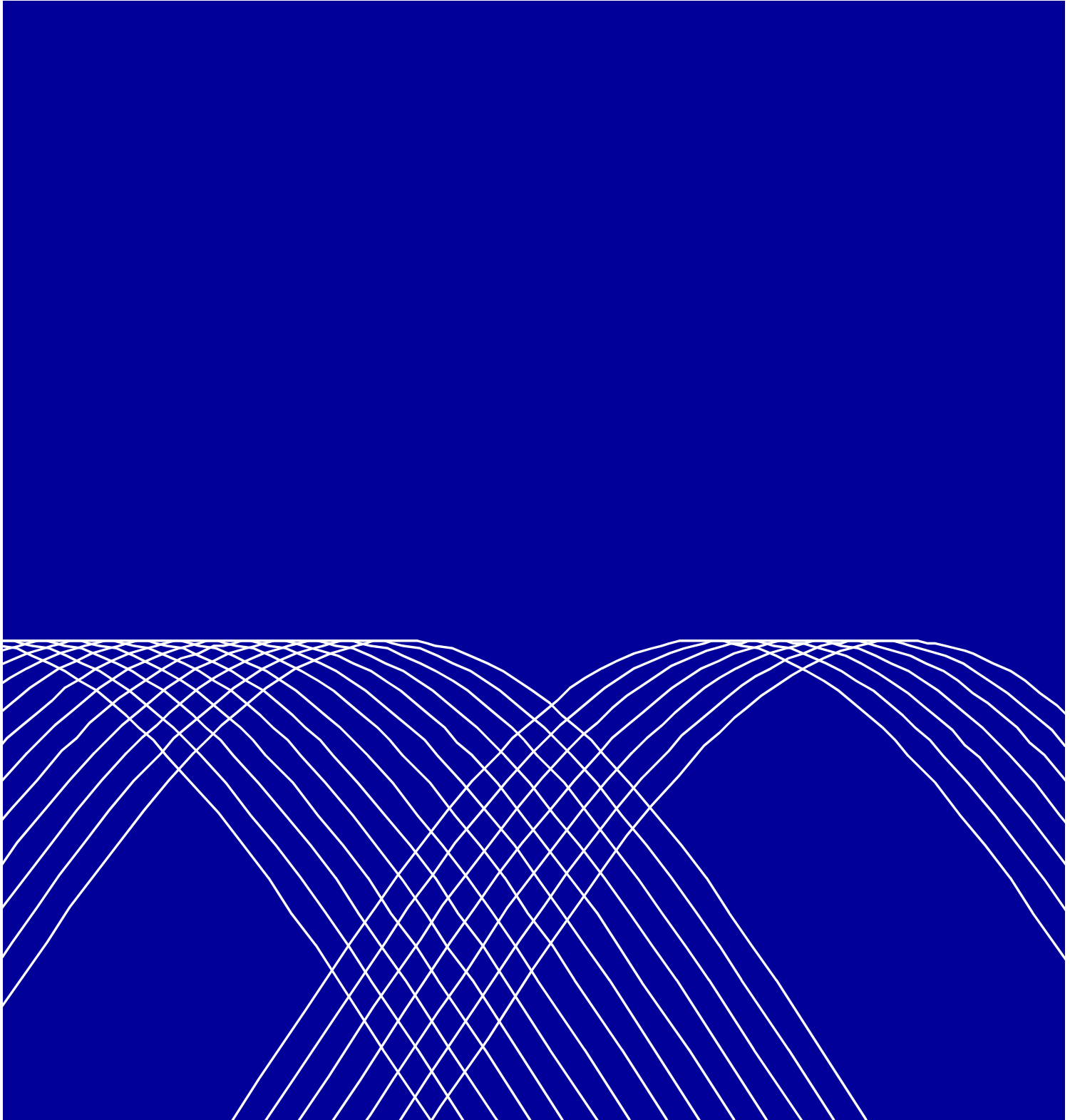




# **The Race Equality Duty 2002-05 and 2005-08**



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## Foreword

The Cabinet Office sits within the heart of Government, alongside the Prime Minister's Office and the Treasury. Our overall departmental aim is to make Government more effective by providing a strong centre.

I recognise that a strong centre depends on the organisation having the best employees possible drawn from the diverse population we serve, ensuring that all employees achieve their full potential, and involving and listening effectively to all stakeholders. The valuing of diversity is key. The race equality duty placed on all public authorities is a sound framework which, alongside our other diversity policies, assists the Department with recruiting and developing our employees and consulting stakeholders. The Cabinet Office's review of the race equality scheme 2002 – 2005 and the plans for 2005 to 2008 illustrate the value of the race equality scheme and the assistance it can offer to organisational effectiveness.

The Cabinet Office is not only a public authority employer promoting race equality for its employees and through policies and functions, it is also a department which advises and promotes diversity to the wider Civil Service. We recognise the responsibility that this role puts upon the Cabinet Office to promote race equality through an effective race equality scheme.

This document therefore explains how the Cabinet Office has taken forward its Race Equality Scheme since 2002, and provides a revised Scheme for 2005 – 08. It takes account of guidance provided by the Commission for Racial Equality. The revised Race Equality Scheme is a living document, which will be reviewed regularly and updated as necessary to reflect changes in the Department and any changes in legislation.

Race equality actions are being taken forward at a time of exciting and challenging Civil Service reform. Their integration with this reform programme will ensure a Department in which race equality is fully valued.

Sir Gus O'Donnell  
Accounting Officer and Permanent Head of the Department  
1 March 2006

## Background

### Race Equality Schemes

The Race Relations (Amendment) Act 2000 (RRAA) came into force on Monday 2 April 2001. It strengthens and extends the scope of the Race Relations Act 1976 – it does not replace it.

The RRAA 2000 was introduced as a direct response to the Stephen Lawrence inquiry's findings and strengthens the general duty placed on public authorities to promote race equality. The duty means that in everything that those listed public authorities do and when exercising their functions they must have due regard to the need:

1. to eliminate unlawful racial discrimination;
2. to promote equality of opportunity; and
3. good relations between persons of different racial groups.

Please see Annex A for a detailed explanation of the Act and the specific duties for public authorities under it.

The first specific duty is the production of a Race Equality Scheme. It is the document that outlines the strategy and action plan of public authorities to ensure race equality is taken account of in their functions and policies.

The second specific duty is the monitoring of departmental employment procedures and practice. Arrangements must be in place for monitoring, by racial groups, the numbers of staff and applicants in certain categories.

### Cabinet Office Aim and Objectives

The Cabinet Office sits within the heart of Government, alongside the Prime Minister's Office and the Treasury. The departmental aim is to make Government more effective by providing a strong centre.

Our objectives are:

**Objective 1** Support the Prime Minister in leading the Government.

**Objective 2** Achieve co-ordination of policy and operations across government.

**Objective 3** Improve delivery by building capacity in departments and the public services.

<b>Target 1</b>	Improve public services by working with departments to help them meet their PSA targets, consistently with the fiscal rules. (Joint with HM Treasury)
<b>Target 2</b>	By April 2008, work with Departments to build the capacity of the Civil Service to deliver the

	<p>Government's priorities, by improving leadership, skills and diversity.</p> <p>On diversity meeting the specific targets:</p> <ul style="list-style-type: none"> <li>• 37% women in the Senior Civil Service (SCS);</li> <li>• 30% women in top management posts (Pay Bands 2&amp;3);</li> <li>• 4% ethnic minority staff in the SCS;</li> <li>• 3.2% disabled staff in the SCS;</li> </ul> <p>and, in the longer term, work to ensure that the Civil Service at all levels reflects the diversity of the population.</p>
<b>Target 3</b>	By April 2008, ensure departments deliver better regulation and tackle unnecessary bureaucracy in both the public and private sectors.

**Objective 4** Promote standards that ensure good governance, including adherence to the Ministerial and Civil Service Codes.

Progress on the Service-wide diversity targets is monitored centrally by the Cabinet Office. All departments set their own diversity targets which feed into the Service-wide targets. Regular progress reports are given to Sir Gus O'Donnell, the Head of Home Civil Service and to Waqar Azmi, the Senior Diversity Adviser. Mr Azmi is based in the Cabinet Office and advises the Head of the Home Civil Service about Service-wide diversity. Mr Azmi has been instrumental in the development of a new Service-wide 10-point plan on Diversity which was launched on 1 November 2005. The plan's development took place over 6-months and involved considerable consultation both within and outside the Civil Service. The aim of the plan is to tackle 10 key points which impact on diversity: targets; measurement and evaluation, building capacity through the Diversity Champion's network; leadership and accountability; recruitment; development; behaviour and culture change; diversity impact of Gershons and Lyons; embedding / mainstreaming diversity and communication. Each department has responsibility to develop its own Delivery Plan to implement the 10-point plan and progress will be monitored regularly by the Corporate Development Group in the Cabinet Office.

## Departmental structure and senior staff

### **The Cabinet Office Board**

The Cabinet Office Board directs the Department in its work (and the Board replaced the Cabinet Office Strategy Board from 8 November 2005). The Board's role is to steer and manage the business of the Department, in accordance with Ministerial priorities.

The Board's key responsibilities are to:

- Recommend a business plan and resource allocation to Ministers;
- Set the Cabinet Office's priorities and strategy for delivering the business plan;
- Monitor and improve the Cabinet Office's performance and identify and manage key risks;
- Ensure that resources are matched to priorities, allocated effectively and managed efficiently;
- Oversee the Better Cabinet Office programme;
- Ensure that there are satisfactory control mechanisms for the day to day management of the Department;
- Handle significant cross-cutting issues within the Department;
- Safeguard and enhance the Cabinet Office's reputation;
- Set the Cabinet Office's standards and values.

The Cabinet Office departmental aim is to undertake our work with:

1. Pace
2. Passion
3. Pride; and
4. Professionalism

### **Structure**

Prior to November 2005, the management units which fell within the remit of the Cabinet Office were:-

Better Regulation Executive	
Cabinet Secretariats	- Ceremonial - Civil Contingencies - Defence and Overseas - Economic and Domestic Affairs - European - Intelligence and Security
Corporate Services	- Business Development Division - Communication Group - Financial Management Division - Histories, Openness and Records Unit - Human Resources - Infrastructure Division - Internal Audit Service
Delivery and Reform Group	- Corporate Development Group - e-Government Unit

- Office of Public Services Reform - Prime Minister's Delivery Unit - Strategy Unit
Government Chief Whip's Office (House of Lords)
Government Communication Group (GCG)
Government Social Research Unit
Office of Public Sector Information
The Prime Minister's Office
Private Offices Group
Parliamentary Counsel Office (PCO)
Whips' Offices (House of Commons)

### **Other Areas**

Also included was the Government Car and Despatch Agency (GCDA).

Government Car and Despatch Agency (GCDA)	GCDA is an Executive Agency. It provides drivers and car services and secure mail services to Government departments and the wider public sector.
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The functions and policies of all these units were assessed for the purpose of our Race Equality Scheme.

### **Departmental Changes**

From 8 November 2005, the Government Social Research Unit has moved to HM Treasury and GCDA to the Department for Transport. The functions and policies of the Business Development Division (BDD) and the Office of Public Sector Reform (OPSR) are being moved to other units within the Department and BDD and OPSR will no longer exist as units in the Cabinet Office. From 2006, the Whips' Office (Houses of Commons and Lords) have transferred to the Privy Council Office.

### **Non-Departmental Public Bodies (NDPBs)**

The schedule of 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 NDPB's, the Honours Scrutiny Committee was the only NDPB subject to the duties of the Act.

The Committee has now ceased operation and the duties of the Committee have passed to the House of Lords Appointment Commission (HOLAC). The HOLAC is not subject to the duties of the Act, however we expect all Cabinet Office NDPBs, when carrying out their functions, to reflect the spirit of the Act. We will speak with the CRE and Home Office to discuss the comprehensiveness of the NDPBs included within the Schedule of the Act.

### **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 a separate Race Equality Scheme.

### **Contracted out services**

Some of the Cabinet Office's functions are contracted out to private sector Organisations, such as the facilities management function for some buildings. The Cabinet Office acknowledges its obligations when discharging its functions through others. Contracts require contractors to comply with the provisions of the Race Relations Act. Guidance will be published for departmental purchasers to encourage suppliers to incorporate similar provisions within their own terms and conditions.

## **Section 1**

### **How the Race Equality Scheme operated in the Cabinet Office 2002 - 05**

#### **a. Arrangements for assessing and consulting on the likely impact of proposed policies on the promotion of race equality**

The requirements of the RRAA offered the opportunity to review the Department's then current and proposed functions and policies and to see how these could and did act to promote race equality.

The department has a variety of functions and policies:

1. those affecting internal departmental processes (for example recruitment and promotion policy);
2. those involving service provision (for example in the Ceremonial Secretariat which operates the honours lists and the public nomination process);
3. those involving the setting of good practice standards to which Service-wide service provision should comply (for example, the work of the e-Government Unit which works with departments to deliver efficiency savings, while improving the delivery of public services. It does this by joining up electronic government services around the needs of customers); and
4. those which initiate actions in other departments and agencies, to assist those organisations with the services that they deliver to the public. For example, in 2003, at the request of the Prime Minister, the Strategy Unit researched and published a report entitled "Ethnic Minorities in the Labour Market". This looked into the labour market achievements of ethnic minorities and recommended action to tackle the barriers faced. These recommendations were taken forward by individual departments and agencies with remit in specific areas.

Since 2002, following some machinery of government moves, the Cabinet Office departmental structure has changed slightly. A machinery of government move is where a unit and its work moves to another department. An example is the Social Exclusion Unit which moved to the Office of the Deputy Prime Minister.

With such changes, it is has therefore been important to examine all functions and policies within the Department on an on-going basis. Therefore, since 2002, each Management Unit has been asked annually to undertake a four part process to consider all their functions and policies and their impact on promoting race equality. Human Resources is responsible for co-ordinating this annual review process. Heads of Management Units have also been expected to ensure during the year that effective monitoring and consultation is carried out to keep under review the impact of their Unit's functions and policies.

## Four Part process: Assessment, Consultation and Monitoring

<b>Part One: Identification of functions and policies</b>	<p>All units in the department were asked to identify, set out and consider their current and proposed functions / policies.</p>
<b>Part Two: Assessment of functions and policies</b>	<p>They were then asked to assess:</p> <ul style="list-style-type: none"> <li>- Which aspects of the general duties each of the functions / policies related to?</li> <li>- The relevance of these functions / policies to general duties of the Act? (Relevance rated as high, medium or low.)</li> <li>- Whether the functions / policies could be affecting racial groups or individuals differently?</li> <li>- Whether evidence was available to confirm this?</li> </ul>
<b>Part Three: Consultation of functions and policies</b>	<p>Next, units were asked:</p> <ul style="list-style-type: none"> <li>- Whether they had consulted ethnic minority groups or individuals in relation to the function / policy or how consultation could take place?</li> <li>- What changes were put in place following consultation?</li> <li>- When and how they would review whether changes were having the desired effect?</li> </ul> <p>In the process of consultation, units were advised:</p> <ul style="list-style-type: none"> <li>- To look at the most effective methods for consultation, so as to tailor their methods to the groups they wanted to reach.</li> <li>- Not to consult too often or with the same groups.</li> <li>- To monitor and assess the consultation methods themselves.</li> </ul>
<b>Part Four: Monitoring of functions and policies</b>	<p>Finally units were asked to explain how they will monitor this function / policy?</p> <p>Monitoring is explained further in the next section.</p>

Annex B gives more details of this review process.

### How the review of functions and policies operates in practice

Each function and policy was therefore given a high, medium or low rating in terms of their relevance to the general duties of the RRAA. This rating and the continuing existence of the function / policy has been checked each year as part of our on-going review process. Because of the changing structure of the Department and our functions and policies, we have tried to go further than the duty of the Act which requires review of all policies and functions every three years.

Those functions and policies judged to have high relevance, or where there was some or substantial evidence that different racial groups were (or could be) differently affected, were seen as a top priority and not only their rating, but also their application, has been reviewed each year since 2002.

Those judged as of medium relevance, and where there may also have been a little or some evidence that different racial groups could be affected differently have been dealt with after high priorities, and their application reviewed every two years. And the application of those functions and policies judged as having limited / low relevance were reviewed every three years to consider whether any changes should be made to greater assist race equality.

In addition, where new functions and policies being developed during the year, HMUs have been responsible for ensuring that the assessment process was an integral part of the function's / policy's development. Section 2 of this document lists all functions and policies assessed between 2002 and 2005.

### **Promoting best practice on consultation**

The Cabinet Office also has an objective to spread best practice on consultation policy across Whitehall. In January 2004, the Better Regulation Executive (then Regulatory Impact Unit) published a "Code of Practice on Consultation" which set out how to achieve effective consultation as a key part of the policy-making process. The Better Regulation Executive (BRE) has published this document on the Cabinet Office website for use across the Civil Service as well as within the Department. In addition to containing considerable practical guidance about consulting with diverse groups, the website also explains how to incorporate consultation into departmental Race Equality Schemes, as well as reminding departments and agencies of the importance of Race Equality Impact Assessments (REIA) in the policy making process. Further details can be found at:

[www.cabinetoffice.gov.uk/regulation/consultation/index.asp](http://www.cabinetoffice.gov.uk/regulation/consultation/index.asp)

Part of this objective on consultation includes ensuring that over 75% of relevant consultations across all departments and agencies are more than 12 weeks in length by the end of 2004–05. Compliance with this objective is measured and reported on annually with a report published on this internet site:

[www.cabinetoffice.gov.uk/regulation/consultation/index.asp](http://www.cabinetoffice.gov.uk/regulation/consultation/index.asp)

In November 2004, the BRE held a quarterly meeting of the Departmental Regulatory Impact Unit (DRIU) at which speakers from both the Home Office and the Commission for Racial Equality (CRE) explained and offered guidance about the REIA process.

Through the Government Communication Network (GCN), Government Communication Group (GCG) encourages government communicators to develop a continuous dialogue between the government and the public. It is recognised that the public need to know about their rights and duties as well as have accurate information about public services and government policies that affect their daily lives. Effective communication is essential for both the public and the government. GCN members will help to bring the voice of the public to the heart of policy making and service delivery in all departments and related bodies and put the government in touch with all who are affected by its policies and actions.

Government communication is embracing a broader range of techniques and professional skills allowing it to use the right language and communication channels for a range of different audiences. GCG offers guidance service-wide on how this can be achieved. This guidance, including how to communicate with different communities, is available at this website and is promoted to all departments and agencies. [www.comms.gov.uk/guidance/communities/default.htm](http://www.comms.gov.uk/guidance/communities/default.htm)

**b. Monitoring policies for any adverse impact on the promotion of race equality**

The Cabinet Office is fully aware that the most reliable way of knowing whether functions and policies are having an adverse impact on the promotion of race equality is to undertake monitoring. As recognised within CRE guidance on ethnic monitoring of functions and policies, the primary way of undertaking such monitoring is statistical, and such data, broken down by racial group, can be drawn from the comments and feedback.

As explained previously, the variety of the functions and policies within the Department has meant a mixture of monitoring activity being undertaken. We:

- undertake direct ethnic monitoring of staff and those applying to the department;
- we are developing an enhanced monitoring system for the honours nomination process, in consultation with the CRE;
- ensure good practice on monitoring across government departments and agencies, for example through the work of the Office of Public Sector Reform and such documents as the “Customer Satisfaction with Key Services” OPSR Principles of Customer Feedback & Ideal Framework for research in Public Services” available at [www.cabinetoffice.gov.uk/opsr/perception\\_of\\_reform/customers/index.asp](http://www.cabinetoffice.gov.uk/opsr/perception_of_reform/customers/index.asp)
- co-ordinate and undertake the monitoring of service-wide diversity statistics including those relating to ethnic origin, so that the Civil Service can consider issues both service and department -wide. These and other statistics are available at [www.civilservice.gov.uk](http://www.civilservice.gov.uk).

In addition, the BRE monitoring of the number, type and outcome of public consultation exercises undertaken in departments and agencies, ensures monitoring of the results of its advice and guidance. The reports are published at:

<http://www.cabinetoffice.gov.uk/regulation/consultation/index.asp>.

The Home Office also collects centrally statistics from all departments and agencies about the number of Race Equality Impact Assessments undertaken across the Civil Service. From late 2005, returns to the Home Office about the number of REIAs are made on a quarterly basis.

There are of course a considerable amount of internal policies which affect Cabinet Office’s own staff for instance, promotion, or such policies as recruitment which would also impact on members of the public applying for jobs with us. Cabinet Office therefore undertakes ethnic monitoring of all staff and applicants, and has used this information to consider the impact of our policies on promotion, recruitment, performance and the pay system. In 2002 following the pay award, Human Resources worked closely with the departmental Trade Union side to put in place

actions to ensure improvements in the system. We will continue to consider other functions for which ethnic monitoring might be undertaken.

The Cabinet Office has a Code of Practice on the collection and use of ethnic origin monitoring data on staff and applicants, and this will be reviewed in 2006.

Since 2002, the monitoring for any adverse impact has therefore encompassed a wide range of function and policy types. In addition, we undertake external benchmarking of our actions on race equality through the Race for Opportunity benchmarking survey which we complete annually. Feedback from this survey assists us to focus on highlighted areas.

The Department has also undertaken regular perception surveys (the "People Survey") of all staff to assess their views about the department in general including those on diversity and equality. The results are available by all racial groups, as well as gender, disability, age, religion / belief and sexual orientation. The data enables the Department to identify any internal areas of action necessary to further our commitment to promote racial equality and to review progress against diversity action plan targets. The 2004 survey achieved a 70% response rate from staff and the following responses in the area of diversity. Each response can be broken down by ethnic group.

Question	Response		
	% favourable	% neutral	% unfavourable
I am treated with respect by my colleagues	92	6	1
I am treated with respect by my line manager	89	7	4
I believe that the Cabinet Office is committed to equal opportunities	74	17	9
The Cabinet Office respects individual differences (e.g. cultures, working styles, backgrounds, ideas)	67	25	8
The Cabinet Office values all staff	39	37	24

Source: Cabinet Office People Survey 2004

Cabinet Office had set the following targets in relation to these two final questions.

**Action Plan Target**

- ***people are respected, differences valued and diverse talent utilised***  
Target:  
65% of staff agree Cabinet Office values differences (2002 People Survey 55%)  
50% of staff agree Cabinet Office values all staff (2002 People Survey 32%)

While the target was achieved in only the first of these, there was an increase in the percentage favourable of the second target, which we hope to have built on for the 2005 survey.

A question was also included on harassment and bullying and whether staff felt that they had experienced this while in the Department. The results were:

In the last year, whilst working for the Cabinet Office, you have not experienced:	
	<b>Not experienced it</b>
Racial harassment	99%
Sexual harassment	98%
Harassment as a result of sexuality	100%
Harassment as a result of my religion or belief	99%
Bullying	92%
Other harassment	93%

**Action Plan Target**

- **people are treated with dignity and respect and there is a zero tolerance approach to bullying and harassment**

Target: all staff feel able to report cases and each case dealt with in line with published policies.

In response to these results, a representative from the Department's Harassment Contact Officer network gave a presentation to the Managing Director and Head's of Management Unit about harassment and bullying and actions which could be taken to ensure it did not occur in their units. Articles were also featured in the departmental magazine and further awareness-raising is being arranged. The 2005 survey will provide more information as to judge whether staff feel suitably supported to report cases.

Staff diversity networks, including one for Black and Asian staff (COBAN), help both the Department and its employees by raising awareness of related diversity issues, providing comment on policies and by providing specific forums for staff discussion. The Managing Director, Human Resources and Diversity Networks meet on a quarterly basis to discuss departmental and network diversity initiatives. COBAN gave suggestions on improvements to the Cabinet Office's Race Equality Scheme including one that a revised scheme focus more specifically on race initiatives. The revised 2005–08 edition takes account of their suggestions.

From 1 April 2006, all staff involved with the work of the networks will have the opportunity to apply for "Network Activity Time", to help them with this work. Consultations with the network have highlighted time constraints as a potential issue which could affect the promotion of diversity. Whilst the work commitments of individuals make it impractical to offer unlimited work time for network activity, the Department is committed to make some additional provision to assist staff with network involvement.

**Units' actions**

Regardless of the extent that direct monitoring has been possible, each Management Unit does know the importance of monitoring their policies to identify whether they cause any adverse impact on the promotion of race equality, and an example of this can be seen by the high profile of diversity and race equality in the work of the BRE. The work of the BRE will be promoted further across the Department to raise the profile of this good practice. Units also know that they need to increase their understanding of people's needs and concerns that might have been overlooked or unintentionally ignored.

Human Resource monitoring of success rates in our internal Fast Stream grade has shown few ethnic minority Fast Stream candidates applying and working in the Department at this level. The Fast Stream is an accelerated promotion scheme for high potential candidates and access to the Fast Stream can be either through an external recruitment competition and allocation to departments or, for existing staff, through an internal departmental application process. Neither route has to date achieved many external applications for the Cabinet Office or successful in-service departmental applications from under-represented groups. As a result, Human Resources has undertaken a review of the operation of the Fast Stream in the Cabinet Office and will be introducing a positive action initiative to encourage more successful in-service applications from under-represented groups.

While central HR statistical monitoring has historically been the most obvious form of monitoring, HR will explore further guidance about other monitoring methods.

### **c. Publishing the results of Assessments, Consultations and Monitoring**

The first Race Equality Scheme was published in May 2002. It explained how the Department would meet the specific duties under the RRAA and listed the functions and policies that had been identified as having a high / medium or low relevance to the duty of the Act. An updated scheme was published in 2003, taking account of machinery of government changes in the Department after 2002. The 2003 edition also featured the first published results of the assessments, consultation and monitoring.

Section two of this document lists all the functions and policies identified as having relevance to the Act and explains the assessments, consultation and monitoring undertaken since 2002. This was to have been our main source of publishing the results of assessments, consultations and monitoring of our functions and policies. We have recognised however through reviewing our scheme that further methods are needed and this is included in the revised race equality scheme at Section 3.

### **d. Ensuring public access to information and services which are provided**

Cabinet Office's has a limited number of services which we provide to the public. All management units in the Department are explained on our departmental website along with the opportunity to access any of our services, for example the Ceremonial Secretariat and the honours nomination system ([www.cabinetoffice.gov.uk](http://www.cabinetoffice.gov.uk)).

The Cabinet Office website also contains details of all studies undertaken by departmental units as well as the reports or guidance produced as a result. The site allows for feedback from users.

The aim of the e-Government unit in the Cabinet Office is to ensure that Civil Service provides citizen-centred services, and is working to an objective of 96% of services being made available on-line by 31 December 2005. The e-Government Unit provides guidance and advice on the availability of electronic information and the design of electronic services design for the public. Cabinet Office as well as other government departments adheres to the guidance they offer. The citizen-centred service approach adopted by the e-government units ensures that the needs of all groups of citizens are taken account of in the design and delivery of the service.

Their guidance is available at the following website:

[www.cabinetoffice.gov.uk/e-government/](http://www.cabinetoffice.gov.uk/e-government/)

The e-Government Unit has also designed and oversees the site [www.direct.gov.uk](http://www.direct.gov.uk) which is a site that enables users to access and use service information from across all departments and agencies. E-Government Unit produces information for all departments and agencies about the accessibility of public sector information.

Another unit within the department involved with access to information is the Office of Public Sector Information (OPSI). It is involved with information policy, setting standards, providing a practical framework of best practice for opening up and encouraging the re-use of public sector information. It provides a wide range of services to the public, information industry, government and the wider public sector relating to finding, using, sharing and trading information. Part of the Cabinet Office reporting structure it was formerly known as Her Majesty's Stationery Office (HMSO). Their website is available at [www.opsi.gov.uk](http://www.opsi.gov.uk).

As reported previously, the Government Communications Network (GCN) links all professional communicators across government and aims to enhance the communication of information ensuring that it is a two-way process, in which all citizens and customers, including members of different communities and religious groups participate, express their views, concerns, experiences and expectations. The GCN guidance is available at this website and promoted to all departments and agencies. <http://www.comms.gov.uk/guidance/communities/default.htm>

Section 2 explains all of the ways that these units assist with ensuring equality of access to departmental and service-wide information.

**e. Training staff in connection with the duties**

Specific training on the Act was delivered to all Heads of Management Units (HMUs) in 2001. They were responsible for cascading information and identifying any further training needs with their Units. Since 2001, the training has been available to all new HMUs, and all are made aware of the duties of the Act when HR undertakes the annual review process.

Other representatives from Management Units (HR Liaison Officers) are briefed annually about the specific duties of the Act and the review process. Their co-ordinating role for their units in the review process is explained.

All Cabinet Office staff attend a Cabinet Office induction event at which diversity has always been featured and explanations of all the Department's duties under equality legislation are explained. New staff also attend a New Starters Reception at which information about the Department's duties under the RRAA is now being made available.

Diversity is a mainstreamed element in all other Cabinet Office training events. Management units also receive bespoke training events at which the Department's duties under equality legislation are covered.

Information on all the Department's duties under legislation is incorporated in documents available both in e-induction material and within the Equality and Diversity information available on our Intranet site. We are also developing an e-learning diversity and equality package for the Department and this will also include details about our duties under the Act.

In addition to specific training for Cabinet Office staff, we also provide some training for other departments and agencies through the National School of Government which is a part of the Department. The National School has specific diversity programmes (Essentials of Equality and Diversity; Managing Diversity and Discrimination Law and implementation of regulations) which will also cover public authority duties.

The Cabinet Office also hosts a general website which contains information about diversity good practice in the Civil Service. It can be accessed at [www.civilservice.gov.uk/diversity/index.asp](http://www.civilservice.gov.uk/diversity/index.asp). The website information is available to both public and private sector employers, and covers all aspects of diversity including race equality and the public authority duties. It explains how the Civil Service is complying with the requirements of the race relations legislation, and the responsibilities placed on departments, managers and individuals to ensure that the whole organisation works towards ensure equality and diversity for all staff.

## Employment Duties under the Race Relations Amendment Act

The Act places a duty on Cabinet Office to monitor by reference to their racial groups, the numbers of:

- Staff in post
- Applicants for employment, training and promotion
- Staff who receive training
- Staff who benefit or suffer detriment from our performance assessment procedures
- Staff involved in grievance procedures
- Staff who are the subject of disciplinary procedures
- Staff who cease employment

The ethnic monitoring process involves all staff and applicants being asked to provide details of their ethnic background, which are stored confidentially on their electronic staff / application record. Staff can access electronically their own personal data at any time, enabling them to check their recorded ethnic origin. Ethnic monitoring and departmental access to the data is governed by a departmental Code of Practice on the collection and use of ethnic origin data which has been in place for number of years and was agreed with the Departmental Trade Union side. Under the Code, only staff within HR who undertake monitoring activity are allowed access to the data. Any published data is anonymised, and in line with Civil Service-wide good practice on the use of data, in any statistical analysis produced, all figures between 0 and 5 are asterisked to prevent the identification of individuals. This statistical monitoring data is published November / December each year at [www.cabinetoffice.gov.uk](http://www.cabinetoffice.gov.uk).

In fulfilling this employment duty the Department undertakes the following monitoring:

- **staff in post**

The Cabinet Office monitors staff in post by gender, ethnic origin and disability. This information is broken down by grade. The following targets were set for the representation of ethnic minority staff. Revised targets have been set for 2008, and the new race equality scheme lists activity being taken to reach them.

<b>Staff from ethnic minority backgrounds in the Cabinet Office</b>					
	<b>Milestone Targets for 2005</b>	<b>Actual representation as at dates given</b>			
		<b>1 April 2002</b>	<b>1 April 2003</b>	<b>1 April 2004</b>	<b>1 April 2005</b>
Senior Civil Service	6%	5%	3.7%	2.4%	2.2%
Band A	8%	3.7%	4.6%	6.9%	6.5%
Band B2 & B(FStr)	10%	10.1%	12.2%	12.9%	13.4%
Band B1	12%	19.4%	19.2%	19.2%	16.4%

Band C2	14%	19.6%	16.8%	16.8%	15.5%
Band C1	14%	10.9%	10.7%	5.6%	10%
* Representation figures are calculated on the following response rates to the ethnic origin questionnaire during each year: 2002 = 91%;      2003 = 83.9%;      2004 = 84.1%;      2005 = 80.5%					

The department did not meet the targets set for the Senior Civil Service or Band A. The analysis of the data has shown a number of factors which influenced this. The Cabinet Office has a high turnover of staff, averaging at about 20% each year. This is partially due to the fluid nature of the Cabinet Office which encourages departmental inter-change, and which therefore results in staff being in the Department on loan and then returning to their parent departments.

The application data below showed that while applications from ethnic minority staff are above the expected levels their success rates are low, although the low numbers make it difficult to prove statistical significance.

- **applicants for employment;**

Both internal and external applicants for posts within the Cabinet Office are asked to complete an ethnic origin monitoring form. This information is analysed annually to assess any adverse impact at all stages of the recruitment process. The monitoring data has shown a need to examine further individual recruitment competitions to assess the decisions being made at individual stages of the recruitment competitions. The Department is currently reviewing the 2005 data and this will be reported in November / December 2005 in our employment duty data being published separately.

		Overall		Internally Advertised		Externally Advertised	
		<i>Ethnic Minority</i>	<i>White</i>	<i>Ethnic Minority</i>	<i>White</i>	<i>Ethnic Minority</i>	<i>White</i>
<b>Senior Civil Service</b>	<i>% Applicants</i>	11%	89%	8%	92%	12%	88%
	<i>% Applicants Interviewed</i>		15%		32%		8%
	<i>% Interviewees Offered Jobs</i>		32%		30%		35%
	<i>% Applicants Offered Jobs</i>		5%		10%		3%

- **training**

The Department has a central learning and development unit within HR which offers a programme of core learning and development opportunities to all staff. All staff who apply for an item from the core programme will be given a place. This information is all monitored by ethnic group.

- **promotion**

The promotion process is one of promotion to post. Posts are advertised in the department either on level transfer (i.e. at the same grade) or on promotion. Staff decide based on the job advertisement whether they have the competencies required

for the post and if so submit an application. We monitor all applications by racial group and can identify those applying on promotion. Some posts are open to Cabinet Office staff only and some are advertised across all departments and agencies.

- **receive training**

A database for recording who has received the core training within the Cabinet Office is now in place. In addition, a Learning Management System has also been set up on which staff can record any other learning, development or training activity which they have undertaken. This information can be monitored manually by ethnic origin.

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

An annual review is undertaken of the results of the annual performance assessment round, this includes statistical monitoring of results. The results highlighted issues with job design which were addressed through revised guidance issued to staff via the performance appraisal course and guidance available for all managers and staff on the intranet. As well as assessing the results on a department-wide basis, assessments are carried out by individual management units. If any statistical significance between racial groups is identified for those units, they are asked to review their performance assessment decisions. Results are published on the department's intranet and in 2005 there were no differences identified due to the earlier work put in place.

- **are involved in the complaints procedures**

We monitor the usage of the complaints procedure. We also try to monitor potential use of the procedure. Human Resources collates centrally all complaints procedure cases and the Harassment Contact Officers in the Department keep basic count details of the approaches made to them concerning harassment or bullying which might have resulted in use of the equal opportunities complaints procedure.

- **are the subject of disciplinary procedures**

We monitor those involved in disciplinary procedures. The levels over the past 3 years have been very low and there has been no statistical significance drawn from the data collected. However, the data does allow us to see the types of disciplinary cases which have been brought and a factor identified has been management capability and poor performance. Cabinet Office is addressing this through the development of further management elements to its core training programme.

- **cease employment with us**

We monitor by ethnic origin all those leaving employment of the Cabinet Office. Staff leave for a number of reasons including resignations, end of their loan or secondment from another organisation, and promotion to posts outside of the department.

## **Human Resource Policies**

In carrying out monitoring of current staff and applicants to the Department, Human Resources within the Cabinet Office has continued to review the effectiveness of its

policies. Since 2002, this has included regular reviews of the recruitment process, attendance procedures, the complaints, discipline and poor performance procedures.

Monitoring has identified the need to be ever mindful in particular of the following areas:

<p><u>Recruitment and Selection</u></p>	<p>including drafting advertisements, short-listing, interviewing and assessing and selecting applicants for both recruitment and promotion. The Cabinet Office offers recruitment and selection training for staff 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.</p>
<p><u>Performance Management</u></p>	<p>All staff should attend training on the Cabinet Office Performance Management system and the completion of forms for pay and bonus recommendations. Staff must seek guidance if they remain unclear about any of the areas. Cabinet Office undertakes an Equality Audit of the Performance and Pay system annually. In addition the performance management system requires all heads of management units to complete and sign a statement which confirms that equality and diversity has been assured within the process in their units.</p>
<p><u>Harassment and Bullying</u></p>	<p>The Cabinet Office is committed to providing a working environment which allows people of all backgrounds to work well together and to achieve their potential. All staff have a role to play in ensuring this happens.</p> <p>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 are investigated fairly and promptly. All instances would be considered under our complaints and discipline procedures, and handled in strict confidence.</p>

### **Department and Management Unit Diversity Actions**

Each year, the Cabinet Office sets an annual diversity action plan. The plan is drawn together through consideration of monitoring data, consultation with units and external organisations, and consultation with the Department's diversity networks. The plan sets out the actions that will be taken during that year to address equality and diversity with the Cabinet Office. The action plan is issued across the organisation and is reported on regularly to the Diversity Champion. The Department will be launching a new action plan in early 2006, which will take account of the Service-wide 10 Point Plan on Diversity being launched in November 2005.

In 2005, the Cabinet Office and the Department for International Development worked together to Peer review each others' diversity strategies, policies and procedures. This resulted in each department reporting on each other and making recommendations for improvement. The peer review practice is now being promoted

across the Civil Service via the Diversity Champion's Network. The Network is coordinated by the Cabinet Office and comprises of a Diversity Champion from each main department and agency. The champion is always at a senior level in the organisation, and the champions meet regularly at events hosted by the Cabinet Office to discuss taking forward equality and diversity actions.

All management units within the Cabinet Office develop individual annual People Plans to take forward workforce issues which support the units achieve their objectives. These plans are taken forward in partnership with Human Resources. They include actions on diversity and equality, and have ranged from bespoke training to unit targets for under-represented groups.

People Plans are monitored via regular meetings with Human Resource Client Partners assigned to each of the units and progress is assessed at regular meetings. Human Resources, the Better Regulation Executive and some other units have set up their own unit diversity groups, which meet to discuss diversity issues ranging from race equality to work / life balance. For example, the Human Resources group arranged a diversity awareness event which incorporated a diversity lunch to which team members contributed food drawn from a variety of different ethnic backgrounds.

Human Resources will promote the use of unit specific diversity groups more widely across the department via the internal intranet, and information material will be provided for unit use.

Annex C explains the general approach to diversity and responsibilities in the Cabinet Office.

## Section 2

### Operation of the Race Equality Scheme 2002 – 05

Functions and policies, as at May 2005, linked to departmental objectives, and including the results of units' assessments, consultations and monitoring.

<b><u>Part One: Current functions and policies</u></b>	
<b>Objective 1</b>	<b>Support the Prime Minister in leading the Government.</b>
<b>Function / policy</b>	<ol style="list-style-type: none"> <li>1. To carry out strategy reviews and provide policy advice in accordance with the Prime Minister's policy priorities (Strategy Unit).</li> <li>2. To deliver a high quality and efficient service to support Cabinet and Cabinet Committee business and other collective considerations by Ministers (Economic and Domestic Secretariat - EDS).</li> <li>3. To support the Prime Minister and the Leader of the House of commons in the overall determination and management of the legislative programme, and to support the four Parliamentary Business Managers in taking strategic decisions about its day to day management (EDS).</li> <li>4. To provide high-quality advice to the Prime Minister and Government on policy issues, including annual co-ordination of pay review body round and briefing for Prime Minister's Questions (EDS).</li> <li>5. To enable the Government to meet its delivery objectives by maintaining effective policy support to the Prime Minister (Prime Minister's Office).</li> <li>6. To ensure clear and consistent communication with Parliament, the media and the public (Prime Minister's Office).</li> <li>7. To maintain effective support to the Prime Minister on the policy and process of Honours and Appointments (Prime Minister's Office).</li> <li>8. To operate the Prime Minister's Honours Lists ensuring that they reflect his priorities (Ceremonial Secretariat).</li> <li>9. To carry out the recommendations of the review of the Honours system as directed by the Prime Minister (Ceremonial Secretariat).</li> <li>10. To support the Prime Minister with the provision of policy advice on EU affairs and to promote bilateral links with other member states and accession countries on EU issues (European Secretariat).</li> </ol>
<b>Objective 2</b>	<b>Achieve co-ordination of policy and operations across government.</b>
<b>Function / policy</b>	<ol style="list-style-type: none"> <li>1. To support departments in developing effective strategies and policies – including helping them to build their strategic capability (Strategy Unit).</li> <li>2. To lead and co-ordinate compliance with the PSI Regulations and public sector and Crown information policy on re-use as the central source of advice and promoting best practice (Office of Public Sector Information – OPSI).</li> </ol>

	<p>3. To set and measure the standards for compliance with the PSI Regulations through an enhanced Information Fair Trader Scheme; by co-ordinating the work of the Advisory Panel on Public Sector Information; and establishing a formal disputes resolution process under the regulations (OPSI).</p> <p>4. To deliver efficient and cost-effective services under Service Level Agreements for the Queen's Printer for Scotland and the Westminster and Scottish Parliaments (OPSI).</p> <p>5. To create, develop and enhance a portfolio of innovative e-services that facilitates and encourages the re-use of public sector information (OPSI).</p> <p>6. To ensure the delivery of cost-effective publishing and printing services to fulfil Her Majesty's Stationery Office's statutory obligations and the needs of government (OPSI).</p> <p>7. To facilitate UK wide access to public sector information through Public Access Schemes (OPSI).</p> <p>8. To identify cross-cutting issues that require collective consideration and broker effective agreement between Departments as necessary to deliver the Government priorities (European Secretariat).</p> <p>9. To co-ordinate EU policy across Whitehall so as to ensure that for any EU issues there is an agreed UK Government policy that is timely, identifies and promotes UK interests, is realistic and followed through effectively (European Secretariat).</p>
<b>Objective 3</b>	<b>Improve delivery by building capacity in departments and the public services.</b>
<b>Function / policy</b>	<p>1. To provide a high quality honours nominations service to the public (Ceremonial Secretariat).</p> <p>2. To improve the UK's resilience to disruptive challenge at every level through anticipation, preparation, prevention and resolution (Civil Contingencies Secretariat).</p> <p>3. Work with departments on Regulatory Impact Assessments, RROs, Consultation Policy, alternatives to regulation, post-hoc reviews and servicing the Panel for Regulatory Accountability (Better Regulation Executive).</p> <p>4. Work with departments to deliver specific measures to reduce public service burdens and bureaucracy through "Making a Difference" reports and direct negotiation with policy officials (Better Regulation Executive).</p> <p>5. Engage directly with business and departments and agencies to agree and ensure delivery of measures to reduce regulatory burdens on business (Better Regulation Executive).</p> <p>6. Provide secretariat support to the independent Better Regulation Task Force (Better Regulation Executive).</p> <p>7. Work with EU institutions, other member states and Whitehall departments to deliver better European Regulation (Better Regulation Executive).</p> <p>8. Delivering a communications strategy on better regulatory reform (Better Regulation Executive).</p>

	<p>9. Helping departments to understand and serve their customers better through:</p> <ol style="list-style-type: none"> <li>Customer Focus and Customer Data;</li> <li>Local Services Projects;</li> <li>Workforce Reform; and</li> <li>Chartermark. (Better Regulation Executive)</li> </ol> <p>10. e-Government Unit – Transactional Services – to support citizen-centred public service reform</p> <ol style="list-style-type: none"> <li>to de-risk and accelerate the achievement</li> <li>to stimulate and enable departments to undertake customer focussed, efficient service design and delivery</li> </ol> <p>11. e-Government Unit – Stakeholder Management To establish and maintain close and productive working relationships based on trust, common goals and mutual respect, at senior levels with key departments.</p> <p>12. e-government Unit – Local government stakeholder management To have effective engagement with local government (wider public sector) across all aspects of eGU work.</p> <p>13. e-Government Unit – Directgov Develop Directgov, as the primary route for citizens to transact with Government, to provide better, more accessible services through electronic channels.</p> <p>14. e-Government Unit – Business Operations Improve external image of and confidence in the e-GU – both amongst the public and across Whitehall departments.</p> <p>15. e-Government unit – Knowledge Network Communicating with the citizen – such as DiTV project which provides a more intuitive and user friendly platform to both manage the content for Directgov on DiTV and provide a mechanism for delivering this content without relying on third party suppliers. This project also provides solutions for local authorities to deliver local services using DiTV.</p> <p>16. e-Government Unit – IT Professionalism Improve the successful delivery of IT-enabled business change programmes by deploying the right people with the right skills and experience to the right places.</p> <p>17. To provide Secretariat support for the independent Equality Review, led by Trevor Phillips (EDS).</p>
<b>Objective 4</b>	<b>Promote standards that ensure good governance, including adherence to the Ministerial and Civil Service Codes.</b>
<b>Function / policy</b>	<ol style="list-style-type: none"> <li>1. Deliver a programme of outreach activity aimed at underrepresented groups (Corporate Development Group – CDG).</li> <li>2. Attract suitable applicants from all qualified groups for the fast stream competition (CDG).</li> <li>3. Recruit and place with departments the number of Fast Streamers they demand (CDG).</li> <li>4. Provide statistical analysis and advice on the Senior Civil Service (CDG).</li> </ol>

5. Support departments in re-surveying their staff for ethnicity using new categories and provide on-going advice, and provide statistical analysis and support on diversity in the Civil Service (CDG).
6. Publish headline and diversity statistics based on April data by end October and on October data by end February each year and other detailed analysis through appropriate publications as agreed (CDG).
7. Provide a coherent leadership narrative for the Service and framework of competencies expected, address strategic leadership and policy issues (CDG).
8. Improving evidence / information and sharing good practice and policies about the senior staff cadre and talent management (CDG).
9. Providing secretariat support to top-level stakeholders' work on leadership (CDG).
10. On-going recruitment and senior career management support (CDG).
11. Supporting departments in conducting equal pay reviews (CDG).
12. Equality proof of pay systems (CDG).
13. Continue progress in the diversity of the civil service and in staff perceptions that the civil service welcomes and values diversity; measures to include continuing progress towards the diversity targets for the SCS; achievement of the targets for 2004/05 and progress towards targets for 2008 (CDG).
14. Promote the Government's diversity targets to increase the numbers of under-represented groups, both among applicants and on the boards of public bodies. Individual departments are responsible for their own plans and targets (CDG).
15. Support departments in developing and delivering targeted training interventions to support current and future initiatives (CDG).
16. Design and implement development and assessment centres to identify and train high potential staff as a corporate initiative (CDG).
17. Positive action to enhance the confidence and competence of aspirant senior civil service members from ethnic minorities (CDG).
18. Improve professionalism throughout the Civil Service by defining career paths and developments that will provide people with the mix of skills and experience necessary for the Services' different needs (CDG).
19. In the process of developing the Full Business Case for a Sector Skills council for Central Government. A SSC will have responsibility to groups of employers to provide influential leadership for strategic targeted action to meet their sector's skills and workforce development (CDG).
20. Support the business priorities of Government with interventions which contribute to: better leadership, greater professionalism, improved delivery, and greater efficiency (CDG).
21. Develop and maintain a Customer Equality and Diversity Statement (CDG).

22. Provision of technical and expert advice on pensions and compensation issues (CDG).
23. Deliver communication strategy via pensions communication networks (CDG).
24. Implementation of pension reform (CDG).
25. Operation of Internal Disputes Resolution procedure for Principal Civil Service Pension Scheme (CDG).
26. Provision and maintenance of standards and processes for the recruitment and promotion of communication staff by departments (Government Communications Network – GCN).
27. Spreading best practice in communications (GCN).
28. To support Cabinet Officer Ministers, Cabinet Secretary, Security and Intelligence Co-ordinator and Managing Director as appropriate by ensuring that they have the necessary advice to make informed decisions and promote effective liaison across the department and wider community.
29. Provision of professional finance, project and programme and procurement functions that support the department's objectives and secure value for money (Financial Management Division).
30. Overseeing the departmental implementation of Efficiency Programme (Business Development Division – BDD).
31. Responsibility for the departmental implementation of Lyons Review (BDD).
32. Operation of Departmental Management Consultancy Service (BDD).
33. To provide quality accommodation and support services to meet the business needs of the Department (Infrastructure Division).
34. To develop medals and honours policy issues (Ceremonial Secretariat).
35. The development, implementation and monitoring of human resource policies and procedures to ensure the effective operation of the Department:
  - a) Recruitment and Selection;
  - b) Equality and Diversity;
  - c) Performance;
  - d) Pay;
  - e) Discipline and grievance.
 (Human Resources)
36. To assist in the development of all Cabinet Office employees (Human Resources).
37. Supporting Management Units and the Department in the delivery of its business objectives (Human Resources).

**Part Two: Assessment of functions and policies**

Functions/ policies as listed in Part one.	A. Which aspect of the general duties of the Act does the function/ policy relate to?	B. How relevant are these functions/ policies to the general duties of the Act?	C. Could the functions/ policies be affecting racial groups or individuals differently?  If so which groups?	D. Do you have any evidence to confirm this? Or concerns that the functions/ policies are being operated in a discriminatory manner? Give details	
	<u>Elimination of discrimination</u>	<u>Promoting Equality of Opportunity</u>	<u>Promoting good race relations</u>	<u>High</u> <u>Medium</u> <u>Low</u>	

**Objective 1: Support the Prime Minister in leading the Government.**

1.	Advice to the Prime Minister would be based on principles of equity.	This would be factored into all advice	Possibly	Low	Unlikely	No.
2.	Depends on Committee's policy remit	Depends on Committee's policy remit	Depends on Committee's policy remit	Low to High	Unlikely	No
3.	Depends on legislation concerned	Depends on legislation concerned	Depends on legislation concerned	Low to High	Unlikely	No
4.	Depends on policy content.	Depends on policy content.	Depends on policy content.	Low to High	Unlikely	No
5.	Yes	Yes	Yes	Medium	Unlikely	No
6.	Yes	Yes	Yes – the press office deals with the media from all ethnic groups and countries.	Medium / Low The main function of the Press Office is to explain & promote Government policy, organise media coverage of PM events & respond to inquiries from the national & international media.	Unlikely	No
7.	Yes	Yes	Yes	Medium	Unlikely	No.
8.	Yes	Yes	Limited	Medium	Unknown but possibly all groups	Current data are incomplete and inconclusive.
9.	Yes	Yes	Limited	Medium	Possibly	Data not yet available as changes are not yet implemented.
10.	Yes (EU policies in this	Yes (EU policies in	Yes (EU Asylum, visa	Medium	Yes	No

**Part Two: Assessment of functions and policies**

Functions/ policies as listed in Part one.	A. Which aspect of the general duties of the Act does the function/ policy relate to?			B. How relevant are these functions/ policies to the general duties of the Act?	C. Could the functions/ policies be affecting racial groups or individuals differently?  If so which groups?	D. Do you have any evidence to confirm this? Or concerns that the functions/ policies are being operated in a discriminatory manner? Give details
	<u>Elimination of discrimination</u>	<u>Promoting Equality of Opportunity</u>	<u>Promoting good race relations</u>	<u>High</u> <u>Medium</u> <u>Low</u>		
	field)	this field)	and immigration issues.			

**Objective 2: Achieve co-ordination of policy and operations across government.**

1.	Part of supporting developing strategies would include taking into account the equalities agenda.	This would be part of strategic advice.	No	Low	No	No.
2.	Yes	Yes	Yes	Low	No	No
3.	Yes	Yes	Yes	Low	No	No
4.	Yes	Yes	Yes	Low	No	No
5.	Yes	Yes	Yes	Low	No	No
6.	Yes	Yes	Yes	Low	No	No
7.	Yes	Yes	Yes	Low	No	No
8.	Depends on policy content	Depends on policy content	Depends on policy content	Low to High	Unlikely	No.
9.	Yes. EU policies in this field.	Yes. EU policies in this field.	Yes. EU Asylum, visa and immigration policies.	Medium	Yes	No.

**Objective 3: Improve delivery by building capacity in departments and the public services.**

1.	No	Yes	No	Low	Yes possibly all groups.	Current data are incomplete and inconclusive.
2.	No	No	Depends on policy	Low	Unlikely.	No.
3.	Yes	No	No	Low	No. By ensuring that RIAs properly assess the equity and fairness aspects of policy proposals, departments can	No. Departments are responsible for a policy and for producing an RIA, consulting as necessary as part of the policy-making process.

**Part Two: Assessment of functions and policies**

Functions/ policies as listed in Part one.	A. Which aspect of the general duties of the Act does the function/ policy relate to?			B. How relevant are these functions/ policies to the general duties of the Act?	C. Could the functions/ policies be affecting racial groups or individuals differently?  If so which groups?	D. Do you have any evidence to confirm this? Or concerns that the functions/ policies are being operated in a discriminatory manner? Give details
	<u>Elimination of discrimination</u>	<u>Promoting Equality of Opportunity</u>	<u>Promoting good race relations</u>	<u>High</u> <u>Medium</u> <u>Low</u>		
					address any such discrimination.	
4.	Yes, indirectly	Yes, indirectly	No	Low	Unlikely. Focus is to reduce red tape burdens on front line staff (doctors, teachers etc) regardless of background. In as much as these services are provided and used by different racial groups, may be some differential impacts	No, but consultation across a wide range of stakeholders is a key element in achieving the Public Service Regulation Team objectives
5.	Yes, indirectly	Yes, indirectly	No	Low	No. The aim of the Business Regulation Team is to reduce burden on any/all businesses.	No but the team consult with a diverse range of businesses as part of their day to day work.
6.	Yes, somewhat	Yes, somewhat	No	Low	No. The recruitment of Task Force members involves proactive communication with a diverse range of organisations including ethnic minority groups. Also extensive consultation undertaken by the Task Force with all sectors of society.	No.
7.	Yes somewhat	No	No	Low	No. Encouraging the EU to analyse policy proposals' costs and benefits	No.

**Part Two: Assessment of functions and policies**

Functions/ policies as listed in Part one.	A. Which aspect of the general duties of the Act does the function/ policy relate to?			B. How relevant are these functions/ policies to the general duties of the Act?	C. Could the functions/ policies be affecting racial groups or individuals differently?  If so which groups?	D. Do you have any evidence to confirm this? Or concerns that the functions/ policies are being operated in a discriminatory manner? Give details
	<u>Elimination of discrimination</u>	<u>Promoting Equality of Opportunity</u>	<u>Promoting good race relations</u>	<u>High</u> <u>Medium</u> <u>Low</u>		
					may lead to an awareness of any differential impacts.	
8.	Yes somewhat – in that disseminating information amongst the ethnic minority press and other media may prevent indirect discrimination (being less exposed to information than others)	Yes – as previously	No	Low	Possibly, where dissemination of information is not actively undertaken in the ethnic minority press.	No.
9a.	Yes	Yes	No	Medium	No	The Office of Public Service Reform has developed and promotes principles of good feedback. This includes segmenting data by ethnic minority and other sub groupings to provide more sophisticated analysis and enable more targeted action
9b.	No	Yes	No	Low	No	No
9c.	Yes	Yes	Yes	Medium	No	Function involves working with departments to advise on the principles of pay and workforce strategies. That advice ensures the inclusion of diversity and racial equality within those principles.
9d.	Yes	Yes	No	Medium	No	N/A

**Part Two: Assessment of functions and policies**

Functions/ policies as listed in Part one.	A. Which aspect of the general duties of the Act does the function/ policy relate to?			B. How relevant are these functions/ policies to the general duties of the Act?	C. Could the functions/ policies be affecting racial groups or individuals differently?  If so which groups?	D. Do you have any evidence to confirm this? Or concerns that the functions/ policies are being operated in a discriminatory manner? Give details
	<u>Elimination of discrimination</u>	<u>Promoting Equality of Opportunity</u>	<u>Promoting good race relations</u>	<u>High</u> <u>Medium</u> <u>Low</u>		
10a.	Yes	Yes	Yes	Medium	No	No & No
10b.	Yes	Yes	Yes	High	No	No & No
11.	No	Yes	Yes	Low	No	No & No
12.	No	Yes	Yes	High	The group and its policies are directed at government users, and require those users to take full account of the needs of their end users. Therefore the policies are intended to promote equality of opportunity.	No & No
13.	No	Yes	No	Low	No	No & No
14.	No	Yes	No	Low	No	No & No
15.	No	Yes	No	Low	Possibly in that the end product will be used by members of various racial groups.	No & No
16.	No	Yes	Yes	Medium	No	No & No
17.	Yes	Yes	Yes	High	No	No
<b>Objective 4: Promote standards that ensure good governance, including adherence to the Ministerial and Civil Service Codes.</b>						
1.	Yes	Yes	No	High	Policy targeted at all ethnic minority groups.	Attendance at events generally in line with ethnic group ratios in universities.
2.	Yes	Yes	No	High	Could be affecting ethnic minority groups differently	Some evidence that culturally, some ethnic minority communities do not consider civil service as an attractive career choice.
3.	No	Yes	No	High	Could be affecting ethnic minority groups differently	Ethnic minority pass rates are lower than expected and some

**Part Two: Assessment of functions and policies**

Functions/ policies as listed in Part one.	A. Which aspect of the general duties of the Act does the function/ policy relate to?			B. How relevant are these functions/ policies to the general duties of the Act?	C. Could the functions/ policies be affecting racial groups or individuals differently?  If so which groups?	D. Do you have any evidence to confirm this? Or concerns that the functions/ policies are being operated in a discriminatory manner? Give details
	<u>Elimination of discrimination</u>	<u>Promoting Equality of Opportunity</u>	<u>Promoting good race relations</u>	<u>High</u> <u>Medium</u> <u>Low</u>		
						evidence that ethnic minority communities do not consider Civil Service as a suitable career.
4.	Yes	Yes	Yes	High	Yes. Persons who do not feel that Census categories reflect their ethnicity or national identity.	No, though ethnic categories and are not 100% completed in data collections – several SCS do not declare their ethnicity.
5.	Yes	Yes	Yes	High	Yes. Persons who do not feel that Census categories reflect their ethnicity or national identity. We cannot identify any specific groups who feel they are not adequately covered by the categories we use.	We have anecdotal evidence from feedback received from departments at Personnel Statistics meetings (July 2002 and March 2003), a service-wide statistical forum.
6.	Yes	Yes	Yes	High	No	No
7.	Partially	Yes	Partially	Low / Medium The vision of leadership and characteristics we are seeking is likely to influence behaviours of senior leaders and who fill the top leadership positions.	Mostly high level work, so unlikely to have a direct impact. Plus the focus is on encouraging inclusive and diverse leadership.	No
8.	Partially	Yes	Partially	Medium / High Evidence can be used to expose any inequalities and	No. Departments would assess and implement direct intervention.	No.

**Part Two: Assessment of functions and policies**

Functions/ policies as listed in Part one.	A. Which aspect of the general duties of the Act does the function/ policy relate to?			B. How relevant are these functions/ policies to the general duties of the Act?	C. Could the functions/ policies be affecting racial groups or individuals differently?  If so which groups?	D. Do you have any evidence to confirm this? Or concerns that the functions/ policies are being operated in a discriminatory manner? Give details
	<u>Elimination of discrimination</u>	<u>Promoting Equality of Opportunity</u>	<u>Promoting good race relations</u>	<u>High</u> <u>Medium</u> <u>Low</u>		
				knowing of / promoting good policies could help promote diversity at senior levels.		
9.	No	Yes	Partially	Low / Medium in supporting stakeholders can ensure diversity & equality issues are considered at the highest levels and in top-level activity.	Unlikely, but possible.	No.
10.	Partially	Yes	Partially	Medium / High – in supporting post-filling & career development can ensure diversity & equality promoted.	Possibly – all groups	Yes – from analysing characteristics of the pools of candidates presented by Headhunters.
11.	Yes	Yes	Yes	High	No – intention is to ensure no different affect.	N/A
12.	Yes	Yes	Yes	High	No – intention is to ensure no different affect.	N/A
13.	Yes	Yes	Yes	High. Cabinet Office is guardian of corporate strategic commitment to diversity and equality. Provides advice & support to departments	Activities will affect people differently but with the expectation of eliminating unfair discrimination, promoting equality of opportunity and good relations. This is race relations as well	Evidence to chart progress includes data from departments for reports on twice yearly publication of monitoring data, analysis by statisticians, & specific research commissioned to consider Civil Service-

**Part Two: Assessment of functions and policies**

Functions/ policies as listed in Part one.	A. Which aspect of the general duties of the Act does the function/ policy relate to?			B. How relevant are these functions/ policies to the general duties of the Act?	C. Could the functions/ policies be affecting racial groups or individuals differently?  If so which groups?	D. Do you have any evidence to confirm this? Or concerns that the functions/ policies are being operated in a discriminatory manner? Give details
	<u>Elimination of discrimination</u>	<u>Promoting Equality of Opportunity</u>	<u>Promoting good race relations</u>	<u>High</u> <u>Medium</u> <u>Low</u>		
				and agencies as they deliver greater diversity in their employment practices.	as in the areas like gender, disability, sexuality, religion and work / life balance.	wide diversity issues. Departments also do own monitoring.
14.	Yes	Yes	Yes	High	Policy targeted at all minority groups	Percentage of people from ethnic minority backgrounds on the boards of public bodies has risen from 4.4% in 2000, to 6% in 2004. The Government has a commitment for ethnic minority representation on the boards of public bodies to be comparable to their representation in the economically active population.
15.	Yes	Yes	Yes	Low	No	No
16.	Yes	Yes	Yes	Medium	Intention is to ensure no discrimination	Representation is diverse – by age, working pattern, gender and ethnicity.
17.	Yes	Yes	Yes	High	Positive action programme does offer development for ethnic minority staff only, so white staff could be affected differently.	Anecdotal evidence that some individual managers or organisations are reluctant to invest specifically in positive action programmes – not least on cost but also time away from the job.
18.	Yes	Yes	Yes	High	Could affect minority groups differently if the policy were to have an adverse effect on staff in roles	“Diversity impact assessment” has been used to put in place measures to eliminate negative impact on members of ethnic minority groups.

**Part Two: Assessment of functions and policies**

Functions/ policies as listed in Part one.	A. Which aspect of the general duties of the Act does the function/ policy relate to?			B. How relevant are these functions/ policies to the general duties of the Act?	C. Could the functions/ policies be affecting racial groups or individuals differently?  If so which groups?	D. Do you have any evidence to confirm this? Or concerns that the functions/ policies are being operated in a discriminatory manner? Give details
	<u>Elimination of discrimination</u>	<u>Promoting Equality of Opportunity</u>	<u>Promoting good race relations</u>	<u>High</u> <u>Medium</u> <u>Low</u>		
					disproportionately populated by members of ethnic minority backgrounds.	
19.	Yes	Yes	Yes	High	No	No
20.	Not directly but we do have tailored programmes for black and ethnic minority staff	Not directly but we do take into account equality of access to our products and services.	No	Medium	Diversity related programmes specifically designed to meet the needs of individuals and managers. Specific programmes for ethnic minority staff. Also developing learning networks for black and ethnic minority staff.	Programmes for ethnic minority groups delivered training to over 40 individuals in the past year.
21.	Yes	Yes	No	Medium	Policy specifies that no individual or group should be adversely affected or targeted in any way, either by the content of course or by staff while they are attending an event.	
22.	Partially	No	No	Low	Pension policy will only affect groups differently if underlying employment / pay patters or policy have differential impact.	No
23.	No	No	Partially	Low	Publications (for current / former	No.

**Part Two: Assessment of functions and policies**

Functions/ policies as listed in Part one.	A. Which aspect of the general duties of the Act does the function/ policy relate to?			B. How relevant are these functions/ policies to the general duties of the Act?	C. Could the functions/ policies be affecting racial groups or individuals differently?  If so which groups?	D. Do you have any evidence to confirm this? Or concerns that the functions/ policies are being operated in a discriminatory manner? Give details
	<u>Elimination of discrimination</u>	<u>Promoting Equality of Opportunity</u>	<u>Promoting good race relations</u>	<u>High</u> <u>Medium</u> <u>Low</u>		
					civil servants) only produced in English. Could be affecting those with limited English although given population, likelihood is small.	
24.	Partially	No	No	Low	Pension policy will only affect groups differently if underlying employment / pay patterns or policy have differential impact.	No
25.	Partially	No	No	Low	No	No. Number of disputes too small in relation to overall population to obtain meaningful statistics.
26.	Yes	Yes	Yes	High	Unlikely but possible	No. Recruitment and promotion undertaken by departments and agencies and responsibility for monitoring rests with departments.
27.	Yes	Yes	Yes	High	Yes. Seminar held on how to use ethnic minority media better.	No. New function
28.	Limited	Limited	Limited	Low	Unlikely, but all aspects of diversity taken account of in advice offered.	No
29.	No	No	No	Low	Unlikely	No
30.	No	Yes	Yes	Low – post reductions within delivery	No	N/A

**Part Two: Assessment of functions and policies**

Functions/ policies as listed in Part one.	A. Which aspect of the general duties of the Act does the function/ policy relate to?			B. How relevant are these functions/ policies to the general duties of the Act?	C. Could the functions/ policies be affecting racial groups or individuals differently?  If so which groups?	D. Do you have any evidence to confirm this? Or concerns that the functions/ policies are being operated in a discriminatory manner? Give details
	<u>Elimination of discrimination</u>	<u>Promoting Equality of Opportunity</u>	<u>Promoting good race relations</u>	<u>High</u> <u>Medium</u> <u>Low</u>		
				and reform		
31.	No	Yes	Yes	Low – relocation projects relatively small scale.	No.	N/A
32.	No	Yes	No	Low	No.	No
33.	No	No	Yes	Low – provision of prayer rooms as part of accommodation strategy.	No.	No.
34.	Yes	Yes	No	Low	Unlikely	No
35a.	Yes	Yes	Yes	High	Yes - Women, ethnic minorities and disabled staff.	Examination of recruitment, promotion and selection data has identified some areas for further investigation.
35b.	Yes	Yes	Yes	High	No	No
35c.	Yes	Yes	Yes	High	Yes – past monitoring has identified anomalies in the allocation of performance marks at some grades for ethnic minority and part- time staff.	Annual monitoring of performance appraisal identified some anomalies in the allocation of performance marks.
35d.	Yes	Yes	Yes	High	Yes – past monitoring has identified anomalies in the allocation of tranche markings for ethnic minority, women and part- time staff at some grades.	Annual monitoring of tranche markings identified some anomalies in the allocation of performance marks.
35e.	Yes	Yes	Yes	High	No.	No.
36.	Yes	Yes	Yes	High	Possibly. Women, ethnic minorities and disabled staff.	Training monitoring data indicates that no group of staff is

**Part Two: Assessment of functions and policies**

Functions/ policies as listed in Part one.	A. Which aspect of the general duties of the Act does the function/ policy relate to?			B. How relevant are these functions/ policies to the general duties of the Act?	C. Could the functions/ policies be affecting racial groups or individuals differently?  If so which groups?	D. Do you have any evidence to confirm this? Or concerns that the functions/ policies are being operated in a discriminatory manner? Give details
	<u>Elimination of discrimination</u>	<u>Promoting Equality of Opportunity</u>	<u>Promoting good race relations</u>	<u>High</u> <u>Medium</u> <u>Low</u>		
						experiencing discrimination as a result of the policy.
37.	Yes	Yes	Yes	Low – High Depends on the objectives of the management units.	Possibly. Men, women, ethnic minorities and disabled staff.	Representation of different groups of staff in management units is monitored and any under-representation is addressed.

**Part Three: Consultations on functions and policies**

Functions/ policies as listed in Part 1	A. Have you consulted ethnic minority groups or individuals in relation to the function/ policy?  And if so, how?	B. What changes were put in place following this consultation?	C. When and how will you review whether these changes are having the desired effect?
<b>Objective 1: Support the Prime Minister in leading the Government.</b>			
1.	Much of the advice may be private so broad consultations would be impossible. Projects would consult leading experts, where public and, if projects were considering implications for ethnic minority groups of policy proposals, leading figures in the field would be consulted.	N/a	N/a
2.	No	-	-
3.	No	-	-
4.	No	-	-
5.	Frequent meetings with different faith groups.	Consultation on policy continues through other Government Departments and other interested parties.	Review 2006.
6.	No.	Since 11 September, the Office has had even more contact with international media. It is important that all sections of the media are dealt with in exactly the same way to enable promotion of government policy.	Review 2006.
7.	Yes. Regular meetings with the Association of Black Clergy, ensuring inclusion of ethnic minority consultees in all consultations on main appointments & frequent meetings with different faith groups.	Consultation is a major part of this work and continues through the processes already in place.	Review 2006.
8.	No	N/A	N/A
9.	CRE has been consulted. Further public consultation may take place over the course of 2005/06.	New monitoring arrangements have been set in place. These will be refined over the next 6 months.	Statistics will be scrutinised every 6 months when the full data are available.
10.	Not directly. The Departments which have primary policy leads in these areas (notably Home Office) consult extensively. In practice the UK is generally seen as a leader within the EU: our task is to promote the UK view and extend the UK experience to other Member States.	N/A	N/A

**Part Three: Consultations on functions and policies**

<b>Functions/ policies as listed in Part 1</b>	<b>A. Have you consulted ethnic minority groups or individuals in relation to the function/ policy?  And if so, how?</b>	<b>B. What changes were put in place following this consultation?</b>	<b>C. When and how will you review whether these changes are having the desired effect?</b>
<b>Objective 2: Achieve co-ordination of policy and operations across government.</b>			
1.	No.	N/A	N/A
2.	No – However, carried out an in-house project looking at the services provided to our customers aimed at improving and targeting the services provided.  An Advisory Panel has been set up to ensure that the standards for compliance with PSI Regulations are fair and transparent throughout the public sector. Also established a formal disputes resolution process under the regulations.	N/A	N/A
3.	No – However, carried out an in-house project looking at the services provided to our customers aimed at improving and targeting the services provided.  Plus, Public Consultation was universal, and an Advisory Panel has been set up to ensure that the standards for compliance with PSI Regulations are fair and transparent throughout the public sector. Also established a formal disputes resolution process under the regulations.	N/A	N/A
4.	No – However, carried out an in-house project looking at the services provided to our customers aimed at improving and targeting the services provided.  All SLA's state that there shall be no unlawful discrimination under the RRA or other equality legislation by anyone in the execution of the SLA.	N/A	N/A
5.	No – However, carried out an in-house project looking at the services provided to our customers aimed at improving and targeting the services provided. Plus have sought feedback from website users and used the feedback to redesign the website.	N/A	N/A
6.	No – However, carried out an in-house project looking at the services provided to our customers aimed at improving and targeting the services provided.  All contracts state that there shall be no	N/A	N/A

**Part Three: Consultations on functions and policies**

<b>Functions/ policies as listed in Part 1</b>	<b>A. Have you consulted ethnic minority groups or individuals in relation to the function/ policy?  And if so, how?</b>	<b>B. What changes were put in place following this consultation?</b>	<b>C. When and how will you review whether these changes are having the desired effect?</b>
	unlawful discrimination under the RRA or other equality legislation by anyone in the execution of the contract.		
7.	No – However, carried out an in-house project looking at the services provided to our customers aimed at improving and targeting the services provided.  An Advisory Panel has been set up to ensure that the standards for compliance with PSI Regulations are fair and transparent throughout the public sector. Also established a formal disputes resolution process under the regulations.	N/A	N/A
8.	No.	-	-
9.	Not directly. The Departments which have primary policy leads in these areas (notably Home Office) consult extensively. In practice the UK is generally seen as a leader within the EU: our task is to promote the UK view and extend the UK experience to other Member States.	N/A	N/A
<b>Objective 3: Improve delivery by building capacity in departments and the public services.</b>			
1.	No.	See Part 4.	See Part 4.
2.	The Civil Contingencies Act and its supporting Regulations and guidance is technical in nature and primarily focuses on the roles and responsibilities of responding agencies involved in emergency planning. Therefore it is only of interest to emergency planning professionals. Consequently, during the policy development phase, there was no direct contact with organisations with a specific interest in race equality. The consultation process largely focused on responding agencies impacted by the Bill and the professional bodies that represented emergency planning professionals. However, the Bill Team worked closely with organisations who worked with or had links to the community such as local authorities, the voluntary sector and civil liberties groups. In addition the Cabinet Office	N/A	N/A

**Part Three: Consultations on functions and policies**

<b>Functions/ policies as listed in Part 1</b>	<b>A. Have you consulted ethnic minority groups or individuals in relation to the function/ policy?  And if so, how?</b>	<b>B. What changes were put in place following this consultation?</b>	<b>C. When and how will you review whether these changes are having the desired effect?</b>
	held two public consultations on the draft Bill and its supporting Regulations and guidance respectively, this provided an opportunity for other organisations and the wider general public to participate in the process.		
3.	There was a full consultation on the RIA guidance. This has helped inform the RIA process.	The Race Equality Impact Assessment was successfully integrated into the RIA process in autumn 2004. This rationalisation of assessment tools has made it easier for policymakers to assess their proposals' impact on ethnic minority groups.	On-going. As of November 04 (statistics taken 6-monthly), 100% of departments were producing RIAs for new legislation.
4.	No.	Each project is intended to benefit all stakeholders, and outcomes are negotiated for implementation through lead departments and agencies. Where a lead body can provide information on any differential impact on a particular group this will be mentioned, where relevant, in the project report.	On-going, where relevant.
5.	No.	Annual report on work programme of Better Regulation Task force. In so far as any ethnic minority groups have featured in the programme, report will cover the impact on businesses with ethnic minority owners / workers.	On-going
6.	No.	Continue to follow Cabinet Office guidance on public appointments. Consider level of involvement of ethnic minorities in Task Force publications.	On-going
7.	Revised RIA guidance, including guidance on handling European proposals, put out to public consultation in 2002.	Specific mention made in RIA guidance (Equity and Fairness section) of racial equality and info and weblink to the CRE included.	-
8.	RIU website asks visitors for their ethnic origin to test the accessibility of the information it provides.	Review of communications strategy.	On-going monitoring of feedback.

**Part Three: Consultations on functions and policies**

<b>Functions/ policies as listed in Part 1</b>	<b>A. Have you consulted ethnic minority groups or individuals in relation to the function/ policy?  And if so, how?</b>	<b>B. What changes were put in place following this consultation?</b>	<b>C. When and how will you review whether these changes are having the desired effect?</b>
9a.	Office of Public Service Reform does not collect customer data or consult with user groups directly, but aims to influence departments to following best practice for their customers.	N/A	N/A
9b.	Office of Public Service Reform does not collect customer data or consult with user groups directly	N/A	N/A
9c.	Office of Public Service Reform does not collect customer data or consult with user groups directly	N/A	N/A
9d.	Office of Public Service Reform does not collect customer data or consult with user groups directly	N/A	N/A
10a.	There is diversity within the team, and all team members have a voice within all policies/function.	Consultation always occurs before any steps are implemented so there is currently no need for changes.	On-going review within the team.
10b.	There is diversity within the team, and all team members have a voice within all policies/function.	Consultation always occurs before any steps are implemented so there is currently no need for changes.	On-going review within the team.
11.	There is diversity within the team, and all team members have a voice within all policies/function.	Consultation always occurs before any steps are implemented so there is currently no need for changes.	On-going review within the team.
12.	There is diversity within the team, and all team members have a voice within all policies/function.	Consultation always occurs before any steps are implemented so there is currently no need for changes.	On-going review within the team.
13.	Ethnic minority groups have not been specifically consulted. However, the customer journey testing carried out prior to Release 1.4 of Directgov did include people from ethnic minority groups.	None required.	No.
14.	No	No	No
15.	KN delivers cross-government systems and applications through which central and local government can be supported to deliver their obligations under the Race Relations (Amendment) Act and other relevant legislation. KN uses best endeavours to comply with the Government web guidelines and e-Gif guidelines to ensure accessibility	No	No

**Part Three: Consultations on functions and policies**

<b>Functions/ policies as listed in Part 1</b>	<b>A. Have you consulted ethnic minority groups or individuals in relation to the function/ policy?  And if so, how?</b>	<b>B. What changes were put in place following this consultation?</b>	<b>C. When and how will you review whether these changes are having the desired effect?</b>
	and usability for the citizen. However, the content and research into the usefulness of the services delivered using KN systems remains the responsibility of the business owner.		
16.	No	No	No
17.	No	-	-
<b>Objective 4: Promote standards that ensure good governance, including adherence to the Ministerial and Civil Service Codes.</b>			
1.	Outreach officer contacts university ethnic minority groups. Feedback from previous alumni.	Developed summer and winter training programmes and adjusted central training course in line with feedback. Developed event to attract one particular ethnic minority group also following research on successes into outreach programmes.	Continuous.
2.	Outreach officer contacts university ethnic minority groups. Feedback from previous alumni.	Developed summer and winter training programmes and adjusted central training course in line with feedback. Developed event to attract one particular ethnic minority group also following research on successes into outreach programmes.	Continuous.
3.	All materials and processes are fully trialled and reviewed in particular through use of outreach alumni.	Changes to selection processes for 2005 should improve pass rates.	Pass / fail rates for the competition will be monitored at each selection stage.
4.	Indirectly via work carried out elsewhere on categories	None	Release of April 2005 diversity statistics.
5.	Yes. Focus groups invited to comment.	Form adapted in line with the 2001 population census categories.	The introduction of 4 mixed race categories meant that some personnel will have changed their categorisation. Release of April 2003 headline and diversity statistics.
6.	Yes. Focus groups invited to comment.	Departments and agencies conducted ethnicity resurvey during 2001 using Census categories.	Resurvey reduced response rate. Cabinet Office supporting departments and agencies in increasing response rates.
7.	No.	See part 4.	
8.	No.	See part 4.	
9.	No.	See part 4.	
10.	No	Holding a workshop with Headhunters on our call-off contract to share good	When the call-off contract is reviewed and on-going.

**Part Three: Consultations on functions and policies**

<b>Functions/ policies as listed in Part 1</b>	<b>A. Have you consulted ethnic minority groups or individuals in relation to the function/ policy?  And if so, how?</b>	<b>B. What changes were put in place following this consultation?</b>	<b>C. When and how will you review whether these changes are having the desired effect?</b>
		practice and encourage them to maximise the diversity of the pools of candidates for senior posts.	
11.	Not appropriate. Comprehensive guidance issued to departments and agencies and they consult their own staff.	N/A	Annually through discussion with departments / agencies.
12.	Not appropriate. Comprehensive guidance issued to departments and agencies and they consult their own staff.	N/A	Annually through discussion with departments / agencies.
13.	We share our work with Unions and staff diversity Networks at a corporate level through correspondence and meetings. When invited we discuss work and issues with staff and their networks at departmental and agency events. We also talk with and attend events by internal and external bodies, including CRE and diversity experts.	Targets are part of PSA reform, focusing on leadership and professionalism. We have focused our work on addressing under-representation at senior levels and are preparing, in consultation with stakeholders, a delivery plan in order to achieve this. Have held meetings with key departments on how to move forward on addressing under-representation and diversity in general. New Civil Service Diversity Adviser has been appointed & key part of this role will support departments in making progress towards diversity targets. Following review of equality & diversity in employment in the civil service resulted in the development of "Delivering a Diverse Senior Civil Service" initiative.	Twice yearly publication of monitoring data shows that we are continuing to make progress on tackling under-representation of ethnic minority staff at SCS level, in terms of both proportions and numbers. Response rate to ethnicity re-surveys has also increased. Discussions have taken place at senior levels of the Civil Service to address this further.
14.	Public Appointments Unit is regularly invited to events and seminars to provide details of public appointments and the opportunities that are available. PAU also provides information and advice to those who are interested in serving on a public body. Individual departments also undertake various initiatives in relation to their public bodies.	In response to outreach activity PAU developed and launched a public appointments vacancies website ( <a href="http://www.publicappts-vacs.gov.uk">www.publicappts-vacs.gov.uk</a> ). So that opportunities can be accessed to a wider and more diverse audience. PAU also published best practice guidance for departments to improve the quality and	Government's annual report on diversity in public appointments will show how individual departments are performing. "Delivering Diversity in Public Appointments 2004" was published in December 2004. Future publication will depend on the Government's response to the Committee on Standards in Public Life report "Getting the Balance Right: Implementing

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<b>Functions/ policies as listed in Part 1</b>	<b>A. Have you consulted ethnic minority groups or individuals in relation to the function/ policy?  And if so, how?</b>	<b>B. What changes were put in place following this consultation?</b>	<b>C. When and how will you review whether these changes are having the desired effect?</b>
		diversity of appointees.	Standards of Conduct in Public Life".
15.	No	N/A	N/A
16.	Yes. We discussed the approach with departments and individuals and sought feedback.	Simplifying the approach from September 2005 (next assessment round).	January 2006
17.	Yes-considerable consultation was made with many stakeholders including ethnic minority groups and the design and launch stages of the programme. They were also widely consulted during an evaluation of the programme carried out in spring 2004 and a wider review of the Civil Service approach to diversity.	Work in progress. Agreed changes introduced by end 2005.	Recommended for 2008.
18.	Yes – Pathways 2, project group 4 were tasked with looking into the impact of PSG on the career development perceptions of ethnic minorities.	Pearn Kandola, an external consultancy was commissioned to validate the findings of the diversity impact assessment and the work undertaken by Pathways. Their conclusion was that if well implemented, PSG will effect a change in culture that will actively promote diversity across the Civil Service.	Pearn Kandola report forms part of the Professional Skills for Government paper due to be discussed at the Civil Service Management Board in June 2005.
19.	No	N/A	N/A
20.	The course directors designing the products are usually of ethnic minority origin and have links with organisations and individuals from which they would draw information and advice during development process.	Development of the Learning Network for Black Managers has come out of feedback from our customers who felt there was a need for use to link in with some of the other departments' targeted networks and act as a catalyst and contact for these to come together and share information.	Network about to start so too early to assess at present. But course are also reviewed and evaluated after each event and are constantly updated as a result.
21.	Policy is in line with Cabinet Office policies and benchmarked against other leaders in the field.	Formal review being planned.	N/A
22.	No	N/A	N/A
23.	No	N/A	N/A
24.	No	N/A	N/A
25.	No	N/A	N/A
26.	No.	N/A	N/A
27.	No.	N/A	N/A

**Part Three: Consultations on functions and policies**

<b>Functions/ policies as listed in Part 1</b>	<b>A. Have you consulted ethnic minority groups or individuals in relation to the function/ policy?  And if so, how?</b>	<b>B. What changes were put in place following this consultation?</b>	<b>C. When and how will you review whether these changes are having the desired effect?</b>
28.	No.	N/A	N/A
29.	No	N/A	N/A
30.	N/A	N/A	N/A
31.	N/A	N/A	N/A
32.	No.	N/A	N/A
33.	N/A	N/A	N/A
34.	No.	See Part 4.	N/A
35a.	Yes. The Cabinet Office Black and Asian Network and the Trade Union side have been regularly consulted on all Human Resource policies. Human Resources has also spoken to ethnic minority media for ideas on future promotion of Cabinet Office vacancies.	Consultation with all the diversity Networks on this policy and process is currently on-going. A group of senior staff are also reviewing the policy and will report end 2005.	Further consultation with the Network, department-wide consultation via the People Survey, and on-going recruitment / selection / promotion data monitoring.
35b.	Yes. The Cabinet Office Black and Asian Network and the Trade Union side have been regularly consulted on all Human Resource policies.	A revised diversity action plan is being consulted on and will be launched in 2005.	On-going monitoring of achievement against action plan targets.
35c.	Yes. The Cabinet Office Black and Asian Network and the Trade Union side have been regularly consulted on all Human Resource policies.	Revised guidance was issued to all line managers in 2003 asking for the review of job descriptions and objectives set for all groups of staff.	On-going monitoring has shown that there is no longer anomalies in the allocation of performance markings. A report of the monitoring results is published annually within the Department.
35d.	Yes. The Cabinet Office Black and Asian Network and the Trade Union side have been regularly consulted on all Human Resource policies.	Annual guidance is issued to all line managers. On-going monitoring during the tranche mark process has identified any anomalies in Management Unit allocation of tranche markings during the pay round and these have been addressed as they occur.	On-going annual monitoring at the end of the process has ensured that there are no longer anomalies in departmental allocation of tranche markings. A report of the monitoring results is published annually within the Department.
35e.	Yes. The Cabinet Office Black and Asian Network and the Trade Union side have been regularly consulted on all Human Resource policies. The Harassment Contact Officer Network is also invited to comment on any aspects of this policy. Staff have also been consulted via the Cabinet Office People Survey.	Incidents of harassment and bullying have been identified through the People Survey. However, these and use of the discipline procedure are not occurring disproportionately in any particular group. Measures to address levels of harassment and bullying are being discussed and	On-going monitoring of data. And annually through People Survey.

**Part Three: Consultations on functions and policies**

<b>Functions/ policies as listed in Part 1</b>	<b>A. Have you consulted ethnic minority groups or individuals in relation to the function/ policy?  And if so, how?</b>	<b>B. What changes were put in place following this consultation?</b>	<b>C. When and how will you review whether these changes are having the desired effect?</b>
		implemented through the Harassment Contact Officers network.	
36.	Yes. COBAN is consulted for their views on Cabinet Office development of staff. All staff are also consulted through the People Survey for their views on development opportunities, and this data is analysed by racial group.	A new Learning and Development Strategy is being developed.	Learning and Development Strategy to be implemented in April 2006.  The rate of promotions will also be monitored annually for all racial groups.
37.	Human Resources and Management Units work in partnership to develop people plans for each unit. All groups of staff are included in unit consultation of people plans.	Many units have introduced diversity groups to address diversity in their units. This will be promoted more widely as a good practice initiative.	Annually during the assessment of the Race Equality Scheme.

**Part Four: Monitoring of functions and policies**

Functions/ policies as listed in Part 1	A. How will you monitor this function/ policy?	B. When and how will you review the monitoring information and consider whether any changes are appropriate?
<b>Objective 1: Support the Prime Minister in leading the Government.</b>		
1.	On-going	On-going
2.	N/A – Agreed policies are the responsibility of the lead Department, which undertakes monitoring as necessary.	N/A
3.	N/A – legislation is the responsibility of the lead Department, which undertakes monitoring as necessary.	N/A
4.	N/A – function based on existing work by Departments.	N/A
5.	N/A	N/A
6.	The Web team intend to consult a wide range of stakeholders and users of the No10 website to determine use by individuals and ethnic groups.	Evaluation reviews through 2006.
7.	N/A	N/A
8.	N/A	N/A
9.	CRE has been consulted. Further public consultation may take place over the course of 2005 -06.	New monitoring arrangements have been put in place. These will be refined during 2005. Statistics will be scrutinised every 6 months when the full data are available. Any evidence cannot be deemed conclusive on one honours list. This will be reviewed after 5 years.
10.	N/A	N/A
<b>Objective 2: Achieve co-ordination of policy and operations across government.</b>		
1.	On-going	On-going
2.	For 2 – 7.	
3.	OPSI :	
4.	* receives monthly user hits and page view statistics from third party contractor which helps monitor trends, usage, and popularity. This has enabled to identify areas of the site that are used less frequently and look into the reasons by this may be the case.	
5.	* responds to feedback from users and use the feedback to redesign the website.	
6.	* has consulted on the redesign of the Information Asset Register (4 reports online) through questionnaires and is redeveloping in line with user needs;	
7.	* has consulted on the EU Directive requirements and Click-Use redevelopment.	
8.	* has carried out an in-house programme looking at Customer Enquiry Management Systems aimed at improving the service provided to customer.	
8.	N/A – Agreed policies are the responsibility of the lead Department, which undertakes monitoring as necessary.	
9.	N/A	N/A
<b>Objective 3: Improve delivery by building capacity in departments and the public services.</b>		
1.	CRE has been consulted. Further public consultation may take place over the course of 2005 -06.	New monitoring arrangements have been put in place. These will be refined during 2005. Statistics will be scrutinised every 6 months when the full data are available.

**Part Four: Monitoring of functions and policies**

Functions/ policies as listed in Part 1	A. How will you monitor this function/ policy?	B. When and how will you review the monitoring information and consider whether any changes are appropriate?
		Any evidence cannot be deemed conclusive on one honours list. This will be reviewed after 5 years.
2.	On-going	On-going
3.	As part of on-going work on monitoring better regulation, better policy making and consultation by departments. Feedback from customers / stakeholders	On-going
4.	Feedback from customers / stakeholders	On-going
5.	Feedback from customers / stakeholders	On-going
6.	Feedback from customers / stakeholders	On-going
7.	Feedback from customers / stakeholders	On-going
8.	Feedback from customers / stakeholders	On-going
9a.	Continued monitoring of departmental data for key service areas. Progress will also be indicated in results of departmental customer surveys and (indirectly) in attitudes of SCS managers and public service managers to reform.	As data emerges.  OPSR surveys take place annually and 6 monthly.
9b.	Through regular contact and feedback from stakeholders in departments.	On-going
9c.	Through regular contact and feedback from stakeholders in departments.	On-going
9d.	Through regular reviews of Charter Mark criteria and guidance, and feedback from stakeholders.	On-going
10a.	On-going cycle of monitoring within the team and with key government contacts.	Monitoring is reviewed on an on-going basis and changes are made as and when required.
10b.	On-going cycle of monitoring within the team and with key government contacts.	Monitoring is reviewed on an on-going basis and changes are made as and when required.
11.	On-going cycle of monitoring within the team and with key local government contacts.	Monitoring is reviewed on an on-going basis and changes are made as and when required.
12.	On-going cycle of monitoring within the team and with key local government contacts.	Monitoring is reviewed on an on-going basis and changes are made as and when required.
13.	a) Franchises, as owners of the content on Directgov, are to ensure their content and any images used comply with the Act  b) The Editorial audits carried out by the Central Editorial Team scrutinise content and images to ensure this has been done  c) Plans will be put in place as part of the Delivery 2 programme to carry out a formal yearly review of Directgov policies and content (including images).	As for a.
14.	Ongoing assessment of how e-GU is perceived through media reports.	On-going review at 6-monthly intervals.
15.	The content and research into the usefulness of the services delivered using	Monitoring is reviewed on an on-going basis and changes are made as and when required.

**Part Four: Monitoring of functions and policies**

Functions/ policies as listed in Part 1	A. How will you monitor this function/ policy?	B. When and how will you review the monitoring information and consider whether any changes are appropriate?
	KN systems remains the responsibility of the business owner. KN supports the policy of the citizen having access to multiple channels for the Internet and digital television.	
16.	Ongoing assessment of how e-GU is perceived through media reports.	On-going reviews.
17.	N/A at present – Review is current work in progress.	N/A
<b>Objective 4: Promote standards that ensure good governance, including adherence to the Ministerial and Civil Service Codes.</b>		
1.	Feedback on programmes and Fast Stream sought from scheme participants, for example through focus groups. Help to be given to a new ethnic minority Fast Stream network.	Annual monitoring of application and success rate for Fast Stream and wider Civil Service.
2.	Feedback sought from Programme participants and recent entrants.	Annual monitoring of application and success rate for Fast Stream and wider Civil Service.
3.	Monitoring of process and materials is continuous process.	Monitoring by selection stage.
4.	Annual discussions with departments.	Annual discussions with departments.
5.	No further questionnaire planned. On-going work with departments to improve response rates.	Biannually.
6.	Personnel Statistics Committee meetings review progress.	Biannually.
7.	Biennial perception survey of SCS leadership and skills combined with other evidence from SCS Database (eg. On diversity) and evidence from external sources.	Annual report on leadership progress.
8.	Analyse evidence received.	Annual report on leadership progress.
9.	A biennial perception survey of SCS leadership and skills combined with other evidence from SCS Database (eg. On diversity) and evidence from external sources.	Review work annually.
10.	In addition to above, on-going analysis of Headhunter information.	When call-off contract is reviewed and on-going.
11.	Advice and guidance given to departments and agencies on a regular basis.	Through annual discussions with departments and agencies.
12.	Advice and guidance given to departments and agencies on a regular basis.	Through annual discussions with departments and agencies.
13.	See part 3	See part 3
14.	Dependent on Government's response to the Committee on Standards in Public Life report "Getting the Balance Right: Implementing standards of Conduct in Public Life".	Dependent on Government's response to the Committee on Standards in Public Life report "Getting the Balance Right: Implementing standards of Conduct in Public Life".
15.	Feedback sought from participants.	Feedback sought from participants.

**Part Four: Monitoring of functions and policies**

<b>Functions/ policies as listed in Part 1</b>	<b>A. How will you monitor this function/ policy?</b>	<b>B. When and how will you review the monitoring information and consider whether any changes are appropriate?</b>
16.	Feedback sought from participants.	Feedback sought from participants.
17.	Within the centre and departments, minority ethnic groups will be fully consulted in any further review probably through a mixture of questionnaires and workshops.	Further formal review recommended for 2008.
18.	Departments reported to the Cabinet Office in April 2005 on implementation of Professional skills in Government initiative.	Permanent Secretaries will be accountable to Cabinet Secretary for delivering Professional Skills in Government to staff within their departments.
19.	If the bid for a Sector Skills Council for Central Government is successful all aspects of the RRAA will be taken into consideration.	Will be reviewed as part of the Senior Civil Service process.
20.	The links with other department networks will provide a valuable source of critique.	On-going.
21.	Will look again at Cabinet Office policy and benchmark against companies and other organisations.	About to review policy after 2 years in place.
22.	Liaison with other internal departmental colleagues.	-
23.	Consult through employer representatives on pension communication networks / via surveys of members as appropriate.	Performance indicators to be devised for each initiative under the strategy. Where appropriate, consider collecting information on ethnic background.
24.	Liaison with other internal departmental colleagues.	-
25.	N/A	N/A
26.	When acting in partnership with Other Government Departments we act to promote best practice, including providing written guidance	Evaluation of new processes will be carried out in 2006 and will include diversity monitoring.
27.	This is a new function. Monitoring to be agreed.	
28.	Monitoring through daily work practices, and feedback from those receiving the services.	Daily. Will take forward any concerns that arise and rectify problems immediately.
29.	Assessed as having no impact in relation to the Act, but will review again in 2006.	Review in 2006.
30.	Project Manager to discuss potential implications with department's diversity policy adviser, undertaking Race Impact Assessment as needed.	End 2005 when firmer details on project known.
31.	Project Manager to discuss potential implications with department's diversity policy adviser, undertaking Race Impact Assessment as needed.	End 2005 when firmer details on project known.
32.	Case by case basis.	On-going.
33.	Currently undertaking the Workplace Strategy Policy which will consider the provision of prayer rooms.	Current.
34.	CRE has been consulted. Further public consultation may take place over the course of 2005 -06.	New monitoring arrangements have been put in place. These will be refined during 2005. Statistics will be scrutinised every 6 months when

**Part Four: Monitoring of functions and policies**

<b>Functions/ policies as listed in Part 1</b>	<b>A. How will you monitor this function/ policy?</b>	<b>B. When and how will you review the monitoring information and consider whether any changes are appropriate?</b>
		the full data are available. Any evidence cannot be deemed conclusive on one honours list. This will be reviewed after 5 years.
35a.	Annual recruitment monitoring and staff consultation.	Annually.
35b.	Quarterly monitoring of diversity action plan, 6-monthly monitoring of diversity data, and consultation with staff.	Annually.
35c.	Annual performance data monitoring and staff consultation.	Annually.
35d.	Annual tranche marking monitoring and staff consultation.	Annually.
35e.	Annual monitoring and staff consultation.	Annually.
36.	Staff feedback and monitoring data.	Course by course and annually.
37.	Through quarterly consultation on people plans, and successful achievement of unit objectives.	Quarterly.

The following functions and policies were assessed as having no relevance to the duty to promote race equality.

**Functions and policies with no relevance to the duties of the Act**

<b>Function / policy</b>	
	<p>1. To assist the Chancellor of the Duchy of Lancaster / Minister for the Cabinet Office, and Parliamentary Secretary in discharging their responsibilities to Parliament. (Private Office Group).</p> <p>2. Advise the Cabinet Secretary / Prime Minister on propriety issues in relation to Ministers, Special Advisers, related codes, and machinery of Government issues. (Private Office Group).</p> <p>3. To provide the support to the Government Chief whip (House of Commons) to enable her to discharge her Ministerial responsibilities. (Whips' Offices, House of Commons).</p> <p>4. Advise and guide other Ministers and Departments on the progress of the Government's Legislative Programme through the House of Commons and parliamentary procedures. (Whips' Offices, House of Commons)</p> <p>5. To provide support to the Chief Whip (House of Lords) in security the passage of Bills through the House of Lords and successfully completing the Government's legislative programme. (Government Chief's Whip's Office, House of Lords).</p> <p>6. To act as a channel of communication between the Government and the opposition parties on parliamentary matters and co-ordinate parliamentary business. (Government Chief's Whip's Office, House of Lords).</p> <p>7. To provide support, advice and guidance on the legislative programme to Ministers, Departments and backbench Peers. (Government Chief's Whip's Office, House of Lords).</p> <p>8. To support the Lord President of the Council in role as Leader of the House of Lords; and a Ministerial Team of 7 Whips in their roles as spokespersons for various departments and in their Royal duties as Lords and Baronesses in Waiting. (Government Chief's Whip's Office, House of Lords).</p> <p>9. To deliver accounts of major national events through the government's official history programme. (Histories, Openness and Records Unit).</p> <p>10. To ensure that Cabinet Office staff are equipped to deal with openness issues and to advise departmental Units and to process information access requests under the FOIA, DPA and EIRs. To act as the clearing house for FOI / EIR issues on which the Cabinet Office has the lead. (Histories, Openness and Records Unit).</p> <p>11. To promote efficient and effective records management in the Cabinet Office fully compliant with statutory obligations. (Histories, Openness and Records Unit).</p> <p>12. To deliver an Electronic Records Management system for the Cabinet Office. (Histories, Openness and Records Unit).</p> <p>13. To provide a variety of objective, timely, all source intelligence assessments for the Prime Minister, Ministers and policy makers. (Intelligence and Security Secretariat).</p> <p>14. To oversee an co-ordinate on behalf of the Security and Intelligence Co-ordinator and the Joint Intelligence Committee, analytical capabilities, methodology and training in the security, defence and foreign affairs fields. This falls to a new posts being filled in 2005-06.</p>

(Intelligence and Security Secretariat).

15. To support the Chairman and committee in the discharge of its role efficiently and effectively. This includes the weekly cycle of business, forward work programme, oversight responsibilities, and provision of a 24 hour intelligence watch for the Cabinet Office and No10. (Intelligence and Security Secretariat).

16. To support the Prime Minister, CSI Ministers, the Security and Intelligence Co-ordinator and the JIC on cross cutting issues regarding the intelligence community. This includes timely, objective and accurate briefing, and management of processes. (Intelligence and Security Secretariat).

17. To ensure that protective and personnel security policy across Government is co-ordinated and developed in line with emerging threats to Government assets, their vulnerabilities and on the basis of managing risk.

18. To deliver the counter-terrorist protective security programme agreed by the Official Committee on Security (SO) to protect the centre of government.

19. To provide on-going assurance to Government that the risks to information systems underpinning key public interests are appropriately managed.

20. A cross-government business change programme to deliver an information system for the secure sharing of intelligence and collaborative working on policy and operations. (Intelligence and Security Secretariat).

21. To drive forward the United Kingdom's defence, security, foreign policy and development agenda, and to co-ordinate the Government's response (military, diplomatic and economic – including assistance) to crises overseas. (Defence and Overseas Secretariat).

22. To ensure the UK's defence and crisis management machinery and facilities are operational whenever required. (Defence and Overseas Secretariat).

23. Implementation of Inland Revenue tax simplification proposals as they affect PCSPS and compensatiosn issues. (Civil Service Pensions, Corporate Development Group).

24. Implementaiton of changes to pension arrangements to reflect civil partnership registration and Gender Recognition Act 2004. (Civil Service Pensions, Corporate Development Group).

25. Review and amend Parliamentary pension arrangements (MPs and MEPs) to reflect Inland Revenue tax simplification proposals. (Civil Service Pensions, Corporate Development Group).

26. Amend UK MEPs' pension scheme to reflect changes made in March 2005. (Civil Service Pensions, Corporate Development Group).

27. e-Government Unit - IT Strategy and Policy - to develop an IT strategy for Government. This strategy will draw together policy, customer services planning and enabling IT over the next five to ten years within government. Provide an overall plan for delivering a vision of customer centric services aligned with the Government's objectives for public service delivery and administrative efficiency. The end product of the project is intended to be an agreed IT strategy for government that:

a) Is citizen-centred, and will enable the delivery of customer centric services over the

- period of 5 to 10 years
- b) Supports joined-up working (including the sharing of enabling technology initiatives) across different parts of public sector (including both central and local government)
- c) Is based on a set of common themes that underpin the vision for future customer centric services
- d) Surfaces IT policy issues; and addresses key 'blockers' that impede progress across local and central government
- e) Delivers IT capabilities that will enable the successful delivery of future customer centric services
- f) Builds on departmental IT strategies.

28. e-Government Unit - Transactional Services - to support citizen-centred public service reform

- a) to improve customer satisfaction in relation to service operations
- b) to provide departments with capability to drive out further efficiencies and improvements
- c) to simplify and unify common business processes across government
- d) to improve take up of cheaper electronic channels

29. e-Government Unit - Design Authority – to maximise the re-use and consistent application of common ICT components and systems across government.

30. e-Government Unit – Identification Technologies. Working with the CSIA to promote and assist joined up identification and authentication across the public sector, to give people designing public services the information and confidence required to manage risk and implement better services that the public will find easier to access and use.

31. e-Government Unit - Stakeholder management

- a) to be eGU's prime point of contact with all centre colleagues including OGC, Efficiency Tm, OPSR, Performance Partnerships PMDU, No10, HMT etc to ensure appropriate, consistent and efficient engagement with departments.
- b) to disseminate and embed eGU best practice through proactive engagement and communication with eGU work streams leads and experts with department contacts to ensure all eGU standards and best practice guidance become integral components in department plans
- c) to analyse all departmental plans relevant to the eGU agenda and where appropriate identify the need for target and embedded eGU expert resource
- d) to develop customised engagement (including support) Plans for each priority department/ALB gathered/agreed/signed off those plans with departments
- e) to ensure that all relevant international centre and departmental stakeholders are fully sighted on departmental engagement process and progress
- f) to manage the implementation of the departmental engagement plans
- g) to earn invitations for eGU to sit on all appropriate departmental management, programme and projects boards and ensure that appropriate eGU representation is achieved
- h) to contribute to the development of all eGU workstreams
- i) to actively promote the use of common infrastructure
- j) to actively promote the use of Directgov
- k) to provide intelligence about key departments/ALBs
- l) to develop and implement processes and systems to support eGU contact management and intelligence gathering.

32. e-Government Unit - e-Delivery Team – To be recognised authority on e-Government common infrastructure solutions by April 2006. To encourage shared development so that

there is increased collaboration between government entities to create re-usable components. To contribute significantly to the enterprise architecture of government.

33. e-Government Unit – IT Efficiency and Effectiveness (ICT).

- a) To develop and maintain ICT policies necessary to drive the e-enablement of government.
- b) To operate the ICT Change Agent role resulting from the SR04 Efficiency Review
- c) To create and maintain a Blueprint for government to articulate the future vision and architecture for government ICT and the roadmap for achieving both.
- d) To continue the development and take-up of standards and common datasets to allow interoperability of ICT systems across the public sector, reducing duplication of effort.

34. e-Government Unit – Knowledge Network

- a) Assisting corporate business processes, such as electronic briefing systems and electronic parliamentary questions.
- b) Enabling communities for delivery – building and supporting sites such as ELG (librarians across government) and Ecpolnet (Economic policy for posts overseas)
- c) Facilitating core business for Government departments – such as Events Planners and Best Practise database
- d) Providing regional information – such as BESS (briefing engine for sub-national statistics)

35. e-Government – IT Professionalism

- a) Make the public sector the 'place to be' for IT professionals
- b) Develop the strategy and implementation plan

36. e-Government Unit – Directgov

Provide departments with tangible benefits/cost savings.

37. e-Government Unit – Business Operations

- a) Carry out functions necessary to ensure the overall strategic impact, policy and perception of eGU and Government IT, including working with the European Commission, other EU Member States, leading countries in e-government to inform UK policy making and deliver a supporting EU agenda.

38. To provide a reliable IT and telecommunications infrastructure (Infrastructure Division).

39. To ensure that Ministers and Senior Officials are well briefed on Sustainable Development issues and that staff are kept aware of SD issues (Infrastructure Division).

40. To seek to protect Cabinet Office employees, visitors, information, buildings and other assets from deliberate threat (Infrastructure Division).

41. To ensure that the Cabinet Office has in place, and carries out, policies and procedures which ensure effective Health and Safety arrangements for everyone (Infrastructure Division).

42. To draft government primary legislation and to help manage it through parliament (Parliamentary Counsel Office – PCO).

43. To promote recognition of civilian acts of gallantry in the United Kingdom (Ceremonial Secretariat).

44. To drive forward the United Kingdom's defence, security, foreign policy and

	<p>development agenda, and to co-ordinate the Government's response (military, diplomatic, and economic – including assistance) to crises overseas (Defence and Overseas Secretariat).</p> <p>45. To ensure the UK's defence and crisis management machinery and facilities are operational whenever required (Defence and Overseas Secretariat).</p> <p>46. To conduct occasional strategic audits and to identify and effectively disseminate thinking on emerging issues and challenges (Strategy Unit).</p>
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## Section 3: Race Equality Scheme 2005 - 08

### Introduction

In May 2005, the Cabinet Office undertook a review of its Race Equality Scheme. In addition, the Commission for Racial Equality offered advice on ways of enhancing the Department's Race Equality Scheme.

During the past three years of the original scheme's operation, Cabinet Office has also learnt and appreciated a number of ways in which we should be enhancing the implementation of our duties under the Act. These and the areas of action being targeted by the new 10 Point Plan on Diversity are being taken account of in this revised Scheme.

The points of the new Service-wide 10-point plan on diversity (underlined below) and actions under the race equality duty will merge in the following ways:

Point 1	Targets	<p>Departmental targets have been set for representation at grade levels and response rates to the ethnic origin survey.</p> <p>The targets are published in this race equality scheme and there will be 6-monthly monitoring on progress towards those targets.</p> <p>Further targets related to other employment duties being considered.</p>
Point 2	Measurement and evaluation	<p>There will be:</p> <ol style="list-style-type: none"> <li>a. more on-going arrangements for the assessment and consultation of functions and policies;</li> <li>b. 6-monthly monitoring of targets and evaluation of actions taken to achieve them; and</li> <li>c. a wider variety of monitoring methods being promoted.</li> </ol>
Point 3	Building capacity through the Diversity Champions' Network	<p>The Department will pioneer a peer review of departments' race equality schemes through a pilot review of its own scheme with that of a similar sized department.</p>
Point 4	Leadership and accountability	<p>6-monthly updates on the race equality scheme will be given to the Minister and Diversity Champion. In addition,</p> <ol style="list-style-type: none"> <li>a. new leadership contracts are being introduced for all of the SCS, in which diversity objectives must be incorporated.</li> <li>b. Leadership contracts as part of the induction for all new SCS staff are also being introduced in which diversity will feature.</li> <li>c. A Senior Steering Group to be set up to oversee the implementation of the Department's diversity plan.</li> </ol>
Point 5	Recruitment	<ol style="list-style-type: none"> <li>a. Diversity is an important element of the revised service-wide process for the Professional Skills in Government</li> </ol>

		<p>Process. The SCS recruitment process is being reviewed as a result of this. The recruitment process below the SCS level is also to be reviewed during 2006.</p> <ul style="list-style-type: none"> <li>b. There will also be a review of the Department's Internet presence, specifically in the way that we advertise vacancies electronically.</li> <li>c. The Department's Diversity Networks are working on a project to consider actions to encourage more applications from under-represented groups.</li> </ul>
Point 6	Development	Specific development programmes both departmental and service-wide to address development for racial groups where under-represented. These will take account of the review of the Department's Fast Stream arrangements, as well as the statistical evidence from the employment duty data.
Point 7	Behaviour and culture change	<ul style="list-style-type: none"> <li>a. The 2005 departmental People Strategy has initiated a project on culture and will be reporting to the HR Panel as well as to the head of the Department by end November 2005.</li> <li>b. An on-going programme of awareness raising about harassment and bullying is being co-ordinated by Human Resources and the Harassment Contact Officer network, to include information to staff about accepted behaviour in the Department, and awareness induction meetings for all staff in middle management grades and above.</li> <li>a. c. An e-learning diversity package will be introduced in 2006.</li> </ul>
Point 8	Diversity impact of Gershons and Lyons	There will be further promotion of the use of Race Equality Impact Assessments for all actions taking place as a result of the Gershon and Lyons initiatives, and the Whitehall Shared Services project.
Point 9	Embedding / mainstreaming diversity	A new diversity action plan is being developed by stakeholders from across the Department in partnership with Human Resources. The action plan will ensure the embedding and mainstreaming of diversity within the departmental business programme, and embed further the 10-point plan within the Department.
Point10	Communication	A communication plan is being developed alongside the diversity action plan. Actions will include the publication within the Department of more assessment, consultation and monitoring information; and more published interpretation of employment duty information.

## Delivery Plan

### - 3 year timetable

Date	Action
February 2006	a. Revised race equality scheme launched. b. Department-wide promotion. c. Response to 10-point plan issued. <i>Links to Points 1, 3, 7, 9 and 10 of the 10-point plan on diversity.</i>
February 2006	Compilation of employment duty data and report published for three years: 2002 – 2005.  <i>Links to Points 1, 2, 5, and 10 of the 10-point plan on diversity.</i>
January 2006 – March 2006	Department specific guidance documents to be issued explaining actions for each responsibility under the race equality duty. <i>Links to Points 2, 4, 6, 7, 8, and 9 of the 10-point plan.</i>
February 2006	Units asked to review their functions and policies, to provide detailed reports of any assessments, consultations and monitoring. <i>Links to Points 2, 4, 6 and 10 of the 10-point plan.</i>
March 2006	Peer review of Race Equality Scheme.  <i>Links to Points 2, 3, 4 and 6 of the 10-point plan.</i>
May 2006	Publication of assessments, consultations and monitoring. <i>Links to Points 2, 4, 6, 8, and 10 of the 10-point plan.</i>
June 2006	Statistical analysis of 2006 employment duty data commences <i>Links to Point 1 of the 10-point plan.</i>
December 2006	Employment duty data and report published for 1 April 2006 <i>Links to Points 1, 2, 5, 6, and 10 of the 10-point plan.</i>
January 2007	Units asked to review their functions and policies, to provide detailed reports of any assessments, consultations and monitoring. <i>Links to Points 2, 4, 6 and 10 of the 10-point plan.</i>
May 2007	Publication of any assessments, consultations and monitoring. <i>Links to Points 2, 4, 6, 8, and 10 of the 10-point plan.</i>
June 2007	Statistical analysis of 2007 employment duty data commences <i>Links to Point 1 of the 10-point plan.</i>
December 2007	Employment duty data and report published for 1 April 2007 <i>Links to Points 1, 2, 5, 6, and 10 of the 10-point plan.</i>
January 2008	Units asked to review their functions and policies, to provide detailed reports of any assessments, consultations and monitoring. <i>Links to Points 2, 4, 6 and 10 of the 10-point plan.</i>
January – April 2008	Review of Race Equality Scheme <i>Links to all points of the 10-point plan.</i>
May 2008	a. Publication of any assessments,

	consultations and monitoring. b. Publication of revised Race Equality Scheme. <i>Links to Points 1, 3, 7, 9 and 10 of the 10-point plan.</i>
June 2008	Statistical analysis of 2008 employment duty data commences <i>Links to Point 1 of the 10-point plan.</i>
December 2008	Employment duty data and report published for 1 April 2008 <i>Links to Points 1, 2, 5, 6, and 10 of the 10-point plan.</i>

From February 2006, all units will be required to provide a quarterly return to HR detailing Race Equality Impact Assessments undertaken. This information is being collated by the Home Office on behalf of all departments and agencies. The Cabinet Office information will also be published on the Department's website on an annual basis each December.

## Arrangements for assessing and consulting on the likely impact of proposed policies on the promotion of race equality

As described in Section 1, Cabinet Office uses a 4-part framework document to assess, consult and monitor on the likely impact of functions and policies on the promotion of race equality.

<p><b>Part One: Identification of functions and policies</b></p>	<p>All units in the department were asked to identify, set out and consider their current and proposed functions / policies. They are fully supported in this process through their HR Consultants.</p>
<p><b>Part Two: Assessment of functions and policies</b></p>	<p>They were then asked to assess:</p> <ul style="list-style-type: none"> <li>- Which aspects of the general duties each of the functions / policies related to?</li> <li>- The relevance of these functions / policies to general duties of the Act? (Relevance rated as high, medium or low. 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, are seen as a top priority and are reviewed each year whilst they remain of high relevance.)</li> <li>- Whether the functions / policies could be affecting racial groups or individuals differently?</li> <li>- Whether evidence was available to confirm this?</li> </ul>
<p><b>Part Three: Consultations on functions and policies</b></p>	<p>Next, units were asked:</p> <ul style="list-style-type: none"> <li>- Whether they had consulted ethnic minority groups or individuals in relation to the function / policy or how consultation could take place?</li> <li>- What changes were put in place following consultation?</li> <li>- When and how they would review whether changes were having the desired effect?</li> </ul> <p>In the process of consultation, units were advised:</p> <ul style="list-style-type: none"> <li>- To look at the most effective methods for consultation, so as to tailor their methods to the groups they wanted to reach,</li> <li>- Not to consult too often or with the same groups; and</li> <li>- To monitor and assess the consultation methods themselves.</li> </ul>
<p><b>Part Four: Monitoring of functions and policies</b></p>	<p>Finally units were asked to explain how they will monitor this function / policy?</p> <p>Monitoring is explained further in the next section.</p>

The document currently used for this process is available at Annex B.

Units are aware that they need to optimise their understanding of people's needs and of any concerns that might, without assessment and consultation, be overlooked or unintentionally ignored.

Over the period of the previous race equality scheme it has become apparent that insufficient quality of assessment has been undertaken. Assessment needs to be more detailed of not just the function and policy, but also of any research or report being produced as a result of that overarching function or policy.

**Actions being taken to support the assessment, consultation and monitoring process**

Action 1	The Cabinet Office will continue with an annual assessment approach, and will review the pro-forma used for the next assessment round due to start in February 2006.
Action 2	Department specific guidance about the assessment, consultation and monitoring processes will be made available to all units. The guidance will be issued in March 2006.
Action 3	As an interim measure for the guidance, the departmental intranet site will be updated with the links to all available BRE, e-Government, Government Communication Group and IPSI information. All management units will be required to report on how the guidance has been used during the process. By end December 2005.
Action 4	All new HR Consultants will receive training about the requirements of the Race Equality Scheme and their role in assisting units. Consultants will receive refresher training annually.
Action 5	A briefing of representatives of management units will take place each year, reminding them of the assessment process and the information required by HR in the information returns process. Further methods of communications to the wider department will also be sought through our Communications Team.
Action 6	All units will be required to produce a publishable summary report on any consultation exercises undertaken. The report will be required to include an interpretation of the monitoring data collected. Report required at the end of any consultation exercise. Support and guidance will be available to all units through their HR Consultants.
Action 7	Contractors, through which Cabinet Office may be discharging its functions, will also be asked to undertake the assessment, consultation and monitoring process where applicable. HR will provide support and guidance as requested.

The timetable for the assessment of functions / policies / research is as follows:

<b>Relevance level</b>	<b>Assessment of continuing relevance level</b>	<b>Consultation period</b>	<b>Monitoring action</b>
High	February 2006, 2007 and 2008	Annual	Collected and reviewed annually
Medium	February 2006, 2007 and 2008	Bi-annual	Annual collection. Bi-annual review.
Low	February 2006, 2007 and 2008	Tri-annual	Annual collection. Tri-annual review.

## Monitoring policies for any adverse impact on the promotion of Race Equality

As well as the statistical monitoring of services and policies for any adverse impact on the promotion of race equality, each management unit needs to know whether people from all racial groups are satisfied with any services offered on behalf of the Department and any outcomes of policy development. Through monitoring by both statistical analysis and customer feedback, units are able to assess their overall performance on promoting race equality in terms of the duties of the Act, as well as assessing their performance against their objectives.

Statistical monitoring is based on the analysis of available statistics, broken down by racial group. The statistics are drawn from basic data collection exercises consisting of staff / applicant diversity data collection or by examining comments and feedback collected where those providing the information collected have been asked about their racial group as part of the comment / feedback process.

All ethnic origin is collected in confidence and no outputs from the monitoring exercise allow for the identification of individuals.

Action 8	Cabinet Office's Code of practice on the collection and use of ethnic origin data will be reviewed by end March 2006 to ensure that it still covers all relevant areas of ethnic origin monitoring.
Action 9	Department specific guidance on monitoring methods will be made available to all management units in 2006. As an interim measure, awareness of CRE guidance will be raised across the Department.
Action 10	Management units will be asked to review all feedback areas of their services to ensure effective ethnic origin monitoring.

Current monitoring methods have included:

1.	Conducting a satisfaction survey, amongst people who receive information from or use the services provided by the Unit (customers' and/ or stakeholders) and asking them their ethnic origin as part of that process. This has included the department's staff perception questionnaire.
2.	Holding focus groups or reference groups with internal or external stakeholders, individuals/ groups that a Unit has regular contact with to monitor feedback on functions and policies.
3.	Random / targeted feedback interviews ensuring a racial mix of interviewees.
4.	Statistical monitoring of diversity targets.

## **Publishing the results of Assessments, Consultations and Monitoring**

The first Race Equality Scheme was published in May 2002 and an updated edition in 2003. Each edition contains details of the functions and policies and outcomes of the departmental assessment process. Section 2 constitutes the 3 year summary of all results of assessments and consultations and monitoring of the functions and policies since 2002. This information excludes the employment duty data which is published separately in December each year.

### **Assessment**

With the aid of the form at Annex B, management units have to assess their functions and policies on an annual basis. The results of these assessments are collated and reviewed by Human Resources.

As reported previously, a revised pro-forma for the assessment is being developed and will be available for the next assessment round in February 2006. Cabinet Office will consult the CRE for their comments on our proposed revised pro-forma.

The Department will continue with the approach of assessing a function or policy as high / medium or low, but the form will require more information about the rationale for the decisions taken about the level of relevance, and the requirement will be widened to include the relevance of any projects undertaken by the unit.

Action 11	Relevance level assessed annually to ensure the correct level. Process starts in February each year.
Action 12	Details of any Race Equality Impact Assessments will be published annually each December on the Cabinet Office website.

Action will be taken as necessary to challenge any assessment and a full account of the assessments will be published annually in May each year.

### **Consultation**

All assessments will require detailed information about the proposed consultation methods being used as part of the assessment and monitoring process.

Human Resources collects the details of the consultations and will publish details every year along with the assessment information. Consultation which has started or been on-going since May 2005 includes that with different faith communities and that with the CRE, as the Ceremonial Secretariat monitoring exercise continues.

As reported earlier, the Cabinet Office has an objective to spread best practice on consultation policy across Whitehall, including ensuring that over 75% of relevant consultations are more than 12 weeks in length by the end of 2004–05. Compliance with this objective is measured and reported on annually with a report published on the departmental internet site.

<http://www.cabinetoffice.gov.uk/regulation/consultation/index.asp>

In relation to Human Resources functions and policies, sources of consultation for these include the results of the annual perception survey of all staff (People Survey)

which are available by all racial groups, as well as gender, disability, age, religion and sexual orientation, liP assessment feedback, equality proofing reports and discussion with the Black and Asian Network (COBAN). Reports on the People Survey, liP and equality proofing reports are made available across the department for all staff and actions taken forward through the Diversity Action Plan to address any issues.

### **Monitoring**

(Monitoring data required under the Employment duty of the action is covered in a later section.)

As reported previously, the functions and policies within the Cabinet Office utilise a variety of monitoring methods depending on their scope (Department or Service – wide). Monitoring of internal policies will continue to be undertaken through statistical monitoring of staffing levels, recruitment, performance system and through the assessment of targets. It will also take place through continuing dialogue and quarterly meetings with all of the Department's diversity networks (including the Black and Asian Network - COBAN) as well as with our Trade Union representatives. The quarterly meetings will be attended by the Diversity Champion as well as representatives from Human Resources. Records of the quarterly meetings will be made available as part of our published information.

Monitoring of service-based functions and policies will also take account of statistical data, as available, and continue to seek feedback and comment from service users. We will look to develop and further enhance statistical monitoring processes. Functions and policies which are instrumental in having potential to influence the delivery of services in other departments will be monitored both through the individual departments themselves (the success of their delivery) as well as through internal review within the Cabinet Office and our consultation with those departments. All monitoring data will be published annually in May.

## Ensuring public access to information and services which are provided

As explained in Section 1, Cabinet Office's has a limited number of services which we provide to the public. All management units in the Department are explained on our departmental website along with the opportunity to access any of our services, for example the Ceremonial Secretariat and the honours nomination system ([www.cabinetoffice.gov.uk](http://www.cabinetoffice.gov.uk)).

The Cabinet Office website also contains details of all studies undertaken by departmental units as well as the reports or guidance produced as a result. The site allows for feedback from users.

The e-Government Unit in Cabinet Office has designed and oversees the site [www.direct.gov.uk](http://www.direct.gov.uk) which is a site that enables users to access and use service information from across all departments and agencies. e-Government Unit produces information for all departments and agencies about the accessibility of public sector information. The following website also gives information about access to information and services, including those of the Cabinet Office: [http://www.cabinetoffice.gov.uk/e-government/policy\\_guidance/](http://www.cabinetoffice.gov.uk/e-government/policy_guidance/)

Another unit within the department involved with access to information is the Office of Public Sector Information (OPSI). It is involved with information policy, setting standards, providing a practical framework of best practice for opening up and encouraging the re-use of public sector information. It provides a wide range of services to the public, information industry, government and the wider public sector relating to finding, using, sharing and trading information. Part of the Cabinet Office reporting structure it was formerly known as Her Majesty's Stationery Office (HMSO). Their website is available at [www.opsi.gov.uk](http://www.opsi.gov.uk).

The e-Government within the Department is of course working to ensure the best possible electronic access to all information and services. Cabinet Office will continue to follow their guidance. We will also consult further with the e-Government unit and the Office of Public Sector Information in the Cabinet Office to ensure that Cabinet Office is a good practice example on electronic and paper access to all information about our services and our duties under the Act.

Action 13	Consultation with information and communication specialists in the department in March 2006.
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As also reported previously, the Government Communications Network (GCN) links all professional communicators across government and aims to enhance the communication of information ensuring that it is a two-way process, in which all citizens and customers, including members of different communities and religious groups participate, express their views, concerns, experiences and expectations. The GCN guidance is available at this website and promoted to all departments and agencies. [www.comms.gov.uk/guidance/communities/default.htm](http://www.comms.gov.uk/guidance/communities/default.htm)

Section 2 explains all of the ways that these units assist with ensuring equality of access to departmental and service-wide information.

In summary, existing guidance about information access and the capability to access that guidance is available at the following websites:

[www.cabinetoffice.gov.uk/e-government/policy\\_guidance/](http://www.cabinetoffice.gov.uk/e-government/policy_guidance/)  
[www.opsi.gov.uk](http://www.opsi.gov.uk)  
[www.comms.gov.uk/guidance/communities/default.htm](http://www.comms.gov.uk/guidance/communities/default.htm)  
[www.directgov.uk](http://www.directgov.uk)

## Training staff in connection with the duties

Cabinet Office has ensured a level of knowledge about the duties through a series of training activity over the past 3 years. These have included:

- i. Specific training on the Act delivered to all Heads of Management Units (HMUs) and further training being available at request;
- ii. Briefing representatives from Management Units annually about the specific duties of the Act and their roles in assisting their units and the department with meeting them.
- iii. Cabinet Office staff attending an induction event at which diversity has always been featured and briefing being available about legislation and the Department's duties under it;
- iv. Diversity has also been mainstreamed element in all other Cabinet Office training events.
- v. Management units have received bespoke training events at which the Department's duties under equality legislation have been covered.
- vi. Information on all the Department's duties under legislation is incorporated in documents available both in e-induction material and within each section of the Equality and Diversity information available on our Intranet site.
- vii. Staff from across the Civil Service have been trained about diversity legislation through the National School of Government.
- viii. The Corporate Diversity Team in the Cabinet Office has reminded departments and agencies across the Civil Service about the requirements under the Race Relations Amendment Act.
- ix. Harassment Contact Officers receive regular refresher training and the network meets regularly to discuss issues.

Action 14	From February 2006 Cabinet Office will ensure that we fulfil this duty by:
	<ol style="list-style-type: none"> <li>a. Providing an annual presentation on the requirements of the Act to all HR Liaison Units responsible for the co-ordination of the race equality assessment and a presentation every three years for all management units.</li> <li>b. An information presentation being made available on the Intranet site;</li> <li>c. Introducing a revised diversity module, which will cover the RRAA in more detail in a new induction events;</li> <li>d. Reviewing the diversity content of all in-house training events;</li> <li>e. Having a specific section on the Race Equality Scheme, highlighting the duties under the scheme on the Intranet site;</li> <li>f. Providing guidance documents about all elements of the Race Relations Act and our duties under it available both electronically and in paper copy;</li> <li>g. Monitoring use of all the race equality information on the intranet site.</li> <li>h. The introduction of leadership contracts as part of the induction for all new SCS staff in which diversity will specifically feature.</li> <li>i. Explore further our requirements of suppliers under contractual obligations.</li> </ol> <p>Human Resources will continue to monitor the take-up of all training events, and such monitoring will include ethnic origin monitoring.</p>

## Employment Duties

The Act places a duty on Cabinet Office to monitor by reference to their racial groups, the numbers of:

- Staff in post
- Applicants for employment, training and promotion
- Staff who receive training
- Staff who benefit or suffer detriment from our performance assessment procedures
- Staff involved in grievance procedures
- Staff who are the subject of disciplinary procedures
- Staff who cease employment

The ethnic monitoring process involves all staff and applicants being asked to provide details of their ethnic background, which are stored confidentially on their electronic staff / application record. Staff can access electronically their own personal data at any time, enabling them to check their recorded ethnic origin. Ethnic monitoring and departmental access to the data is governed by a departmental Code of Practice on the collection and use of ethnic origin data which has been in place for number of years and was agreed with the Departmental Trade Union side. Under the Code, only staff within HR who undertake monitoring activity are allowed access to the data. Any published data is anonymised, and in line with Civil Service-wide good practice on the use of data, in any statistical analysis produced, all figures between 0 and 5 are asterisked to prevent the identification of individuals. This statistical monitoring data is published November / December each year at [www.cabinetoffice.gov.uk](http://www.cabinetoffice.gov.uk).

In fulfilling the employment duty the Department undertakes the following monitoring:

- staff in post

The Cabinet Office monitors staff in post by gender, ethnic origin and disability. This information is broken down by grade. The following targets have been set for the representation of ethnic minority staff by 2008.

Target Group	% as at April 2005 <i>* calculated from responses to the ethnic origin monitoring form</i>	% as at April 2008
<b>SCS</b>		
Ethnic Minorities	2.2%	<b>6%</b>
<b>Band A (SCS feeder grade)</b>		
Ethnic Minorities	6.5%	<b>8%</b>
<b>B2</b>		
Ethnic Minorities	13.4%	<b>16%</b>

In order to achieve these targets, Cabinet Office is undertaking the following actions:

- a. raising the awareness about the importance and use of ethnic origin monitoring data;
- b. investigating application rates for the Cabinet Office in-service Fast Stream scheme and introducing specific actions to address lack of applications from under-represented group, including a Foundation Year module to prepare staff for application to the in-service scheme;

- c. implementation of the Diversity 10-Point Plan into the Diversity Action Plan, the actions of which are anticipated to impact on representation.
- d. introducing a management development programme for all staff applications and appointment to which will be monitored by racial group;
- e. introducing a High Potential Scheme for senior civil servants and monitoring applications and take up by racial group.

Cabinet Office has also set a target of 90% for ethnic origin information for both staff in post and applications to the Department to be achieved by 2008.

- applicants for employment

Both internal and external applicants for posts within the Cabinet Office are asked to complete an ethnic origin monitoring form. An annual monitoring exercise of the data is undertaken by grade level and recruitment process stage, from application to appointment. Information from this report will be made available annually in December each year.

In setting the target of a 90% response rate by 2008, Cabinet Office will also review how it asks applicants for the monitoring data as part of the application process.

- Applicants for training; and

The Department has a central learning and development unit within Human Resources which offers a programme of core learning and development opportunities to all staff. All staff who apply for an item from the core programme will be given a place. This information is all monitored by ethnic group.

- Applicants for promotion.

The promotion process is one of promotion to post. Posts are advertised in the department either on level transfer (i.e. at the same grade) or on promotion. Staff decide, based on the job advertisement, whether they have the competencies required for the post and if so submit an application. We monitor all applications by racial group and can identify those applying on promotion. Some posts are open to Cabinet Office staff only and some are advertised across all departments and agencies.

- receive training

The Learning and Development Team in HR has a database which shows all staff who have received any item from the core training programme. In addition, the team has developed a Learning Management System into which all staff input details of any learning, development or training activity which they have attended outside of the core training programmes. Ethnic monitoring is possible through both of these systems.

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

An annual review is undertaken of the results of the annual performance assessment and pay award rounds. As a result of the annual report, any necessary actions are identified and addressed.

- are involved in the complaints procedures

We monitor the usage of the complaints procedure, and this information is collated by ethnic group as well as the subject matter of the complaint i.e. diversity, harassment or bullying. We also correlate this information with the results from the annual people survey. This allows us to see the level of perceived harassment or bullying across

the department, and see whether this is reflected in the use of the complaints procedure.

- are the subject of disciplinary procedures

We continue to monitor those involved in disciplinary procedures, and also the types of disciplinary cases. From this we can identify any common factors emerging from the cases and address these as necessary.

We will continue to monitor management capability and poor performance across the Department and evaluate how the management elements to our core training programme are addressing the factors previously identified around the disciplinary procedures.

- cease employment with us.

We monitor by ethnic origin all those leaving the employment of the Cabinet Office. This data includes staff whose fixed term contracts or loan periods are ending as well as staff who are leaving the employment of the Civil Service. A full breakdown of this information will be given.

Cabinet Office is also introducing an on-line leavers questionnaire which seeks information from the member of staff about their experience of working in the Department. This information is also collected by racial group and analysis of the information will be taking place.

All the above statistical information will be published annually in December each year on the Cabinet Office website at [www.cabinetoffice.gov.uk](http://www.cabinetoffice.gov.uk).

### **Human Resource Policies**

In carrying out monitoring of the Cabinet Office's employment duty data, Human Resources will continue to assess all of its staff policies and ensure on-going equality proofing. This will continue to include regular reviews of the recruitment process, the complaints, discipline and performance management procedures. All Human Resource policies are currently being reviewed as part of a Whitehall Human Resources Shared Services Project. The aim of this project is to establish Human Resource Shared Service capability across the core business areas of Cabinet Office, HM Treasury and the Office of Deputy Prime Minister. The three departments are seeking to transform the way that Human Resource services have traditionally been delivered in the three departments. The review of all three departments' Human Resource policies and procedures is an important part of the project. Diversity is being taken account of in the reviews.

### **Departmental / Unit Diversity Action Plans**

Action 15	The Cabinet Office will set a new diversity action plan based on the 10-Point Plan on Diversity and this will be launched in March 2006.
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The diversity action plan will draw on and incorporate all elements of the Service-wide Diversity 10-Point Plan. A team fully representative of the Departments, units and staff will assist with the development of the Plan. This will include representatives from the diversity networks. The consultation process will also make

use of the monitoring information to help assess the forthcoming priorities for the Department and how these should be taken forward.

The Department will monitor the progress of the action plan, both through the development team and through other mechanisms such as the staff perception survey and the annual reassessment for Investors in People. Human Resources will co-ordinate progress reports and report action on the plan direct to the Diversity Champion.

All management units will continue to develop further individual annual People Plans to take forward workforce issues which support the units achieve their objectives. They include actions on diversity and equality. These plans will form part of a unit's Business Plan which will be set for April to March each year and will be reviewed at least once during the year in partnership with Human Resources. By asking units to consider their functions and policies in January each year, this will ensure that the issue of race equality is fully considered by the time that the Plan is set in April.

#### Corporate Diversity Responsibility

In its corporate responsibility role, the Cabinet Office will also be monitoring Service-wide the implementation of the Diversity 10-Point Plan. Cabinet Office will co-ordinate progress made in all departments and agencies and report on progress to the Head of the Home Civil Service. Information will also be published annually as part of this race equality scheme monitoring information.

The Cabinet Office will also continue to co-ordinate and publish Service-wide statistical data broken down by racial group and department. This information will be published annually.

## Requirements of the Race Relations (Amendment) Act 2000

Section 71(1) of the 1976 Race Relations Act (as amended by the 2000 Act) imposes on specified public bodies a general statutory duty to, in carrying out their functions:

*“have due regard to the need –*

- a. *to eliminate unlawful racial discrimination: and*
- b. *to promote equality of opportunity and*
- c. *good relations between people of different racial groups*

The general duty applies to all public authorities listed in Schedule 1A of the 1976 Act (as amended) since 1 April 2001, and to those added to Schedule 1A by the Race Relations Act 1976 (General Statutory Duty) Order 2001 since December 2001.

The aim of the general duty is to make the promotion of racial equality central to the work of the listed public authorities. The general duty also expects public authorities to take the lead in promoting equality of opportunity and good race relations, and preventing unlawful discrimination.

### Specific duties

The general duty is supported by specific duties imposed through secondary legislation. These duties are set out in the Race Relations Act 1976 (Statutory Duties) Order 2001 (the Statutory Duties Order) and are intended to ensure the better performance of the general statutory duty.

These specific duties came into effect in December 2001. Under these duties, public authorities (including government departments) are required to publish a **Race Equality Scheme**. The scheme should explain how the authority will meet both their general and specific 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 –
  - assessing and consulting on the likely impact of its 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 such assessments and consultations as are mentioned in sub-paragraph (i) and of such monitoring as is mentioned in sub-paragraph (ii);
  - ensuring public access to information and services which it provides;

- 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 31<sup>st</sup> May 2002, and within each further period of three years, review the assessment referred to in a.

### **Employment**

The second specific duty requires public authorities to monitor our employment procedures and practice. We must have in place arrangements for monitoring, by reference to their racial groups, the numbers of:

- Staff in post
- Applicants for employment, training and promotion
- Staff who receive training
- Staff who benefit or suffer detriment from our performance assessment procedures
- Staff involved in grievance procedures
- Staff who are the subject of disciplinary procedures
- Staff who cease employment

We must publish the results of our monitoring annually and do so via the Cabinet Office website – [www.cabinetoffice.gov.uk](http://www.cabinetoffice.gov.uk)

### **Liability and enforcement**

Public authorities are responsible for meeting their general and specific duties. The Commission for Racial Equality (CRE) has the following enforcement powers:

- If a public body does not meet the general duty, its actions, or failure to act, can be challenged by way of judicial review. An application for judicial review can be made by a person or group of people with an interest in the matter or by the CRE.
- If a public body fails to meet any of its specific duties, the CRE can serve a “compliance notice” on the public body requiring the public body to meet its duties and notify the CRE within 28 days what it has done, or is doing, to meet its duties.
- If the public body has not met the specific duties within 3 months from the service of the compliance notice, the CRE can apply to the county court for an order to obey the notice.
- If the court makes an order and the public body does not obey, the public body may be found in contempt of court.

## **Guidance Notes on assessing, reviewing and monitoring the impact of functions and policies under the Race Relations (Amendment) Act 2000**

The Race Relations (Amendment) Act requires the department to monitor and review regularly its functions and policies, under the general duties of the Act. (The duties are to eliminate unlawful discrimination, to promote equality of opportunity and to promote good race relations.) The department must assess whether functions and policies have a high, medium or low impact under the duty, and review and monitor them and their impact.

The form on pages 4 and 5 of this guidance note sets out the process for this assessment. The details below will guide you through the form and therefore the assessment process.

### **Part One**

#### **What are your current and proposed functions / policies?**

1. Think in terms of what your Division/ Unit does and how they do it. In particular, look at your Business Plan, your Service Level Agreements, your team objectives, etc and use this information to help you complete this section.

### **Part Two**

#### **Section A: Which aspects of the general duties does the function / policy relate to?**

1. You will now need to look at what you have written in Part One in terms of their relevance to the general duties of the Act. For example is it possible that your function and/ or policy could affect the elimination of discrimination, promote equality of opportunity and promote good race relations?

#### **Section B: How relevant are these functions / policies to general duties of the Act?**

1. You will need to think in terms of the relevance of your functions/ policies to the duties of the Act, and rank them as high, medium or low.

2. **Relevance** is about the extent to which a function/ policy affects people, as members of the public and as employees. It may be that the general duties do not apply to some of your functions.

3. For *High* – function/ policy will have relevance for all or most of the general duties and there may also be some or substantial evidence that different racial groups are (or could be) differently affected. These functions/ policies should be top priority and you should aim to address any issues arising from them within the next year and review annually.

4. For *Medium* – function/ policy will have relevance to a part of the general duty, and there may also be a little or some evidence that different racial groups are /or could be differently. These functions and policies should be seen as a medium term priority and dealt with after high priorities.

5. For *Low* – the function or policy may have limited relevance to the general duties but you should consider whether there are any changes that should be made, to greater assist race equality.

6. All our functions and policies have to have been reviewed at least every three years.

**Section C: Could the functions / policies be affecting racial groups or individuals differently?**

1. If you use a form of ethnic monitoring for these functions/ policies, this question should be relatively easy to answer. Or there might be evidence that a similar function or policy has affected such groups previously.

**Section D: Do you have evidence to confirm this?**

1. If yes, simply detail what evidence you have.

**Part Three**

**Section A: Have you consulted ethnic minority groups or individuals in relation to the function / policy?**

1. Put down brief details of any consultation processes e.g. held focus groups, worked with staff network, used results from staff survey, spoke to stakeholder ethnic minority groups, etc.

**Section B: What changes were put in place following consultation?**

1. Simply detail what you did.

**Section C: When and how will you review whether these changes are having the desired effect?**

1. Use the suggested guidance in the **Notes for Part Two Section B** to help you set a time-table for review.

2. Methods and resources for reviewing your functions and policies will be shaped by the size of your Division/ Unit, the importance of the function/ policy and its likelihood to affect ethnic minority groups.

**Part Four**

**Section A: How will you monitor this function / policy?**

**Monitoring functions and policies**

1. The most reliable way of knowing whether discrimination is taking place, or whether your policies to prevent or tackle it are working is to undertake ethnic monitoring. Such monitoring can be by analysing available statistics broken down by racial group or examining comments and feedback with regard to racial group. Monitoring can also help you to find out why and how discrimination occurs.

2. You will need to know whether people from ethnic minority groups are satisfied with your services and policy decisions, and to increase your understanding of people's needs and concerns that you might have overlooked or ignored.

- Conducting a satisfaction survey, amongst people who receive information from or use the services provided by your Division/ Unit (your 'customers' and/ or stakeholders) and ask them their ethnic origin as part of that process.
- Hold focus groups or reference groups with internal or external stakeholders, individuals/ groups that your Division/ Unit has regular contact with to monitor your functions and policies.

- Hold random or targeted feedback interviews ensuring a racial mix of interviewees.
  - If you receive complaints, consider ways of monitoring these by ethnic origin.
  - Ask the staff network if they can help you look at what you do and highlight any potential problems.
3. Advice on ethnic monitoring can be found on the Commission for Race Equality website [www.cre.gov.uk](http://www.cre.gov.uk)
4. You should view the work required by the Act as a positive way of ensuring you are carrying out your business in an effective manner. Through gathering feedback you will be able to assess your overall performance as well as assessing your work in terms of the duties of the Act.
5. Whatever methods you use you should try to make sure that you reach the people who have first-hand experience of your functions and policies.
6. You should also remember that when you consult you should tailor your methods to the groups you want to reach, not consult too often nor with the same groups, and should monitor and assess the consultation methods themselves.

*Ethnic monitoring and confidentiality*

7. This raises questions of confidentiality and you must ensure that you follow the guidance detailed below:-
- If you are asking about someone's ethnic origin make it clear why you want to know this information, what you plan to use this information for and how you plan to hold it, e.g. it should be held electronically and anonymously.
  - Any information on someone's ethnic origin should be collected through self-classification only, you should not guess or decide for them.
  - It is Civil Service policy that where there are fewer than 5 people identified in any ethnic group, the exact number will not be published – this to avoid identify individuals. Instead a summary should indicate that there are 0-4 individuals within that group.

**There are already agreed guidelines for how HR Division within the Cabinet Office will hold ethnic origin information which are detailed on CabWeb under the Code of Practice on Recording the Ethnicity of Staff. The Specific Duties under the Act which involve monitoring staff in a number of ways will be undertaken centrally by HR Division and Divisions/ Units should not undertake such exercises.**

Your form will be reviewed and if appropriate further advice on its completion may be given to you.

**Division/Unit** (Please enter the full name of your division/unit and the contact details of whoever completes this form)

**Part One: Identification of functions and policies**

**What are your current and proposed functions/ policies?**

**Example**

1.	Provide secretariat support to X committee
2.	Review departmental recruitment procedure

**Part Two: Assessment of functions and policies**

Functions/ policies as listed in Part one.	A. Which aspect of the general duties of the Act does the function/ policy relate to?			B. How relevant are these functions/ policies to the general duties of the Act?	D. Could the functions/ policies be affecting racial groups or individuals differently?  If so which groups?	D. Do you have any evidence to confirm this? Or concerns that the functions/ policies are being operated in a discriminatory manner? Give details
	<u>Elimination of discrimination</u>	<u>Promoting Equality of Opportunity</u>	<u>Promotin g good race relations</u>	<u>High Medium Low</u>		
1.	Not Really	Not really	Not really	Low	Unlikely but possibly	No
2.	Yes	Yes	Yes	High	Yes. Possibly all groups	Currently unclear

**Part Three: Consultations on functions and policies**

Functions/ policies as listed in Part 1	A. Have you consulted ethnic minority groups or individuals in relation to the function/ policy?  And if so, how?	B. What changes were put in place following this consultation?	C. When and how will you review whether these changes are having the desired effect?
1.	No	See Part 4	
2.	Yes Advised staff network of review and they will be involved in review work	Awaiting outcome of review	Changes will be monitored each year

**Part Four: Monitoring of functions and policies**

Functions/ policies as listed in Part 1	A. How will you monitor this function/ policy?	B. When and how will you review the monitoring information and consider whether any changes are appropriate?
1.	Produce a questionnaire to assess levels of satisfaction with service provided.	Take forward any action arising from questionnaires. Review situation within next 3 years.
2.	Monitoring data. Consultation with ethnic minority groups.	On-going.

## Equality and 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 / belief, marital status or 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 Diversity Action Plan, 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 and bullying 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 (for which network activity time will be available from April 2006) 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.

**Departmental Diversity Action Plan**

The Diversity Action Plan is, like the Race Equality Scheme, a living document and is assessed and revised annually.

Actions set reflect the assessment of Human Resources' functions and policies, consultations within the Department, and the results from monitoring information.