

**RACIAL
EQUALITY
MEANS
QUALITY**

**A STANDARD FOR RACIAL EQUALITY
FOR LOCAL GOVERNMENT
IN ENGLAND AND WALES**



**COMMISSION FOR
RACIAL EQUALITY**

The Commission for Racial Equality

works in partnership with individuals

and organisations for a fair and just society

which values diversity and gives everyone

an equal chance to work, learn and

live free from discrimination,

prejudice and racism.



WELSH
LOCAL
GOVERNMENT
ASSOCIATION
CYMDEITHAS
LLYWODRAETH
LEOL
CYMRU

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PREFACE

R*acial Equality Means Quality* was first published in January 1995. It set out for the first time a standard against which local authorities of all types and sizes, and irrespective of the size of the local ethnic minority population, could assess their performance on racial equality across a range of key functional areas. *Racial Equality Means Quality* offers five performance levels and enables authorities to identify discrepancies across areas or between departments, and to use the results of their audit to develop action plans and targets aimed at improving their performance.

The Commission for Racial Equality (CRE) and the local government associations which gave it their endorsement promoted the Standard through conferences and seminars as well as through work with individual authorities. By the middle of 1997, data collected by the CRE showed that about one in three authorities had taken a decision to adopt the Standard, or used it to carry out an audit. There was considerable variation in the quality of the audits undertaken, ranging from coordinated scrutiny department by department, with verification of evidence by a corporate unit, to little more than a tick-box exercise without any follow up. It was also clear that, while very few authorities had taken a deliberate decision not to adopt the Standard, several did not see it as relevant to their circumstances. Many of these were authorities with predominantly white populations, and their failure, whether at officer or elected member level, to make constructive use of the Standard was at least in part a failure of leadership and foresight, a failure to appreciate that all organisations have a measure of responsibility for building a multi-racial society free from the fear of discrimination and harassment.

There are more reasons now for all local authorities to give the Standard the consideration it deserves. First is the impetus from the report of the inquiry into the murder of Stephen Lawrence, published in February 1999. The report showed in stark terms just how public authorities have failed in their simple duty to provide an equally good

service to everyone, regardless of race or ethnicity. *Racial Equality Means Quality* is an invaluable tool for local authorities to use in responding to the report's recommendations. Second is the new duty of Best Value, which includes working towards racial equality. In 1999, authorities were for the first time required to publish information against an Audit Commission performance indicator on the level of the Standard which they had reached in the delivery of services. And from April 2000, when the 1999 Local Government Act duty to work for Best Value and continuous improvement comes into force, the Standard will become a key indicator of authorities' corporate health.

Clearly, the Standard cannot stand still. For one thing, the local government bodies that gave their endorsement in 1995 have disappeared. However, the Standard continues to have the support of the new organisations and this reprint carries the endorsement of the Local Government Association as well as the Welsh Local Government Association, the Employers Organisation, the Improvement and Development Agency and its Welsh counterpart, Syniad.

Feedback from local authorities, including responses to a CRE commissioned survey, has shown that there are a number of areas that require attention. One of these – the need for supportive guidance – has already been addressed: in August 1999, with assistance from the London Borough of Hammersmith and Fulham, the CRE published *Auditing for Equality: A guide to using the Standard to audit performance and plan improvement*. Another is the need for a local government Standard which addresses not just race but gender and disability equality issues as well. The CRE is working on this jointly with the Equal Opportunities Commission and others, and the new Standard is expected to be published in 2001. We shall take the opportunity of a new publication to incorporate the lessons learned from the experience of the racial equality Standard.

Local authorities have a unique – and recognised – potential for community leadership, and nowhere is this more true than in respect of equal opportunities and racial equality. The best authorities have shown how *Racial Equality Means Quality* can be used to improve performance. What is needed now is for excellence to become standard across local government.



Herman Ouseley
Chairman,
Commission for Racial Equality



**INTRODUCTION
TO THE
CRE STANDARD
FOR LOCAL
GOVERNMENT**

Local government is a fundamental level of democracy in the UK. Its services directly affect the lives of all British people, and it is a major employer. Its influence on equality of opportunity is decisive. Local government's pursuit of equality of opportunity, therefore, needs to be well-focused, effective, and measurable by a common standard. The Commission for Racial Equality (CRE) has produced its Standard as such a measure for racial equality. The justification for the Standard derives from the statutory duties placed on local authorities under Section 71 of the Race Relations Act 1976, to eliminate racial discrimination and promote racial equality. The Standard outlined here also responds to the following questions:

- What is the basic case for action on racial equality in local government?
- What should local government aim for in its work to develop racial equality action programmes?
- Which are the key measures that will translate policy and procedure into progress?
- How can that progress be measured?

The CRE seeks the commitment of local authorities and their associations to this Standard. We expect local authorities to develop a process of regular review and audit of their implementation of the Standard, in the same way that they monitor standards of performance and quality of service. This process should identify and remove barriers to its implementation, set objectives for future action, and develop systems for recognising progress.



**THE CASE
FOR ACTION**

THE LEGAL CASE FOR RACIAL EQUALITY IN LOCAL GOVERNMENT

There are a number of laws which place racial equality-related obligations on local authorities in the planning and delivery of their functions and services.

RACE RELATIONS ACT 1976

The Race Relations Act 1976 makes it unlawful to discriminate directly or indirectly on the grounds of colour, race, nationality (including citizenship), or ethnic or national origin, or to apply requirements or conditions which are disadvantageous to people of a particular racial group, and which cannot be justified on non-racial grounds. The Act covers Housing, Education, and planning functions as well as all other local government services provided to the public. It also applies to discriminatory treatment of local government employees and discriminatory recruitment and selection practice. Further it is unlawful to apply pressure, instruct or aid discrimination by another.

In addition, Section 71 of the Race Relations Act places a general obligation on local authorities to:

- Carry out their various functions in such a way as to seek to eliminate unlawful racial discrimination.
- Promote equality and good relations between persons of different racial groups.

LOCAL GOVERNMENT ACT 1966

Section 11 of the Local Government Act 1966 provides a mechanism for all local authorities to establish posts to address the needs of people from ethnic minorities.

Urban Priority Areas are now in receipt of a Single Regeneration Budget which subsumes Section 11, and which can be used to pursue equality objectives.

LOCAL GOVERNMENT ACT 1988

This Act sets out a framework within which local authorities can ensure that companies and other bodies applying for inclusion in select or approved lists, bidding for contracts and working under contract take reasonably necessary steps to comply with the Race Relations Act, and the CRE Race Relations Code of Practice in Employment.

THE CHILDREN ACT 1989

The Children Act places an obligation on social services departments to take account of a child's religion, racial origin, cultural and linguistic background, and the different ethnic groups to which children in need belong, when arranging day care, or encouraging people to act as foster parents.

NHS AND COMMUNITY CARE ACT 1990

This legislation acknowledges the differing needs of various ethnic communities and places an obligation on service providers to plan appropriate provision in consultation with those groups.

THE 'QUALITY' CASE FOR RACIAL EQUALITY IN LOCAL GOVERNMENT

Equality of opportunity enables local authorities to enhance the quality of services they provide for all sections of the population.

ENHANCING LOCAL DEMOCRACY AND ACCOUNTABILITY

Ensuring that local government functions meet the needs of ethnic minorities in the population, and involving these groups fully in the local democratic process, strengthens the whole framework of democracy and accountability, and the role of local government.

ENHANCING CUSTOMER SATISFACTION

Delivering the services that local people need, in the most appropriate way, will increase service users' satisfaction with the local authority. A good equality of opportunity policy will ensure that managers seek accurate and unbiased information about their existing and potential customers, and lead to appropriate marketing and provision of services.

UNDERSTANDING CUSTOMERS' NEEDS

A local authority workforce that reflects the ethnic diversity of its community will help to ensure a responsive and appropriate service for service users.

USING PEOPLE'S TALENTS TO THE FULL

A local authority staff that is not narrowly-based, but that is diverse, ethnically inclusive and skilled in responding to the whole community, will help to develop relevant, high quality services and service delivery for a diverse population.

BECOMING AN 'EMPLOYER OF CHOICE'

Even in a recession, there are skill shortages. Since human talents are a critical competitive resource, local authorities need to develop the reputation that will make the very best applicants from the broadest background possible want to work for them.

ENHANCING PARTNERSHIP WITH THE PRIVATE SECTOR

A local authority that has high status with the community it serves will be an attractive partner to the private sector wishing to improve its profile with its customers and the community.

ENHANCING THE RELATIONSHIP WITH CENTRAL GOVERNMENT

A local authority that has developed the full support of its various communities is better able to meet the requirements of central government, and be seen as a valued partner.

AVOIDING THE COSTS OF DISCRIMINATION

Discrimination is expensive: it costs money, and undermines staff morale and reputation. Industrial tribunals are no longer constrained by limits on the compensation they can award victims of discrimination. Adverse publicity from such cases, or from a CRE formal investigation into alleged unlawful racial discrimination, are other factors in calculating the cost of discrimination to a local authority. A public perception that the authority discriminates undermines the quality case for racial equality in local government.

III

CHECKLIST

WHAT SHOULD LOCAL GOVERNMENT DO?

Experience over a decade has shown that the best equal opportunity local authorities should be able to demonstrate:

- COMMITMENT
- ACTION
- OUTCOMES

COMMITMENT

Does the local authority have the following?

- **A written racial equality policy** clearly linked to the authority's overall mission statement, and which reflects the CRE Standard.
- **A members' committee** at corporate and/or directorate level with overall responsibility for racial equality policy implementation.
- **A high public profile** for that policy.
- **An action or implementation plan** covering:
 - Senior management's role.
 - Responsibilities and resources.
 - Desired outcomes and targets.
 - Timetables and time scales.
 - Methods for measuring progress.
 - Methods of consultation with employees and service users.
- **Regular communication and publicity** of the policy and action plan to:
 - Employees.

- Applicants for jobs, advice and grants.
- Service users.
- Suppliers of goods and services.
- Recognised consultative forums.
- The public.

ACTION

Internal

Does the local authority do the following?

Collect information by ethnic origin on:

- All aspects of its personnel practice.
- Staff in post.
- Applicants for jobs, promotion and training.
- The population it serves.
- Its service users.
- Applicants and those tendering for business contracts.

Use the information to:

- Guide and target its personnel policy.
- Establish norms against which to measure performance and targets.
- Identify shortfalls in service provision and delivery, and the reasons for these.
- Feed these data into a review procedure.
- Improve performance.

Review in detail:

As an employer:

- Recruitment and all personnel functions.
- Job criteria, against the requirements of the job.

- Staff selection methods, including tests, against required performance.
- Training needs.
- Promotion routes and procedures.

As a purchaser and provider of goods and services:

- Provisions ensuring that ethnic minority led businesses have equal opportunity to compete for contracts.
- Racial equality standards for contracted-out service delivery
- Racial equality standards for contractors.

In community outreach and marketing plans:

- Action plans, including targets and objectives designed to improve outcomes.

Train and educate:

- All staff in the effective implementation of the action plan, including:
 - Managers.
 - Personnel and equal opportunities staff.
 - Recruitment and selection personnel.
 - Trainers.
 - Service delivery staff.
 - Customer care staff.

Develop the potential of ethnic minority staff, particularly where underrepresented, including action such as:

- Mentoring schemes.
- Shadowing schemes.
- Networking.
- Training to enable ethnic minority staff to apply for work in particular areas or jobs, or at particular grades, where the Race Relations Act allows 'positive action'.

External

Does the local authority do the following:

Reach out to the community and service users, and build partnerships, including:

- Providing work experience opportunities.
- Co-operating with other employers in developing and sharing good practice, including participating in local employers' equal opportunities networks.
- Initiating or participating in pre-employment training schemes.
- Providing staff, and other, resources to community groups.
- Encouraging suitably qualified ethnic minority-led businesses to tender for the supply of goods or services.
- Requiring organisations on contracts to achieve minimum racial equality standards.
- Sponsoring community projects with a racial equality dimension.
- Offering equal access to financial support for the ethnic minority voluntary sector.
- Promoting awareness of the local authority's racial equality policies, to develop accountability to those it serves.
- Providing financial and other support for Racial Equality Councils, where appropriate.
- Providing a comprehensive translation and interpreting service.
- Reviewing the appropriateness of all service provision.

OUTCOMES

Has the local authority been able to demonstrate outcomes through procedures and action such as the following?

As an employer by showing

- Improved representation of ethnic minorities at all levels.
- A broader skills and experience base in the workforce.
- Improved employee understanding of relevant racial equality issues.
- Greater commitment from ethnic minority staff.

- An enhanced reputation as an equal opportunity employer.
- Increased output and productivity as racial harassment is tackled effectively.
- Staff are comfortable with, and clear about, their rights and responsibilities.

As a provider of services by showing:

- That service users fairly reflect the ethnic composition of the local population.
- Increased level of ethnic minority customer satisfaction.
- Increased levels of support from the local community.
- Favourable publicity from the media, CRE, etc.

IN

MEASUREMENTS

MEASURING THE CRE STANDARD FOR RACIAL EQUALITY IN LOCAL AUTHORITIES

In the following pages, we set out five levels of achievement that represent progress on racial equality in five areas. Almost all local authorities will be able to 'opt in' to this process at one of these levels; each incorporates the level preceding it. This method aims to allow *recognition* of achievement and to facilitate *planned progress* to higher levels. It offers local authorities an entry point linked to a clear line of progression. The Standard is defined at a *corporate* level; it will also need to be applied by directorates or departments.

AREA I

POLICY AND PLANNING

- LEVEL 1**
- Establish written corporate and directorate policies on racial equality, endorsed by members and senior officers.
 - Ensure that the written policy is in line with the Race Relations Act 1976, and CRE Race Relations Codes of Practice.
-

- LEVEL 2**
- Endorse an action plan, flowing from policy, at corporate and directorate level.
 - The action plan requires systematic activity within all directorates.
 - Set up a defined organisational structure, with resources, for policy implementation and review.
 - Consult staff and service users on content of policy.
 - Use relevant external data (for example, the Census, workforce ethnic profiles, consumer surveys, etc) to inform policy.
 - Establish ethnic monitoring systems.
-

- LEVEL 3**
- Feed results of consultation with employees and service users into review and targeting.
 - Define equality targets or outcomes that are specific, measurable, realistic, and timetabled.
 - Report monitoring of targets to a policy review mechanism.
 - Extend the policy and monitoring systems to suppliers of services through the contracting procedure.
 - Deliver management training programmes to reinforce commitment to, and the effectiveness of, the policy.
 - Make provision in the racial equality policy for the needs of ethnic minority people who may simultaneously be discriminated against on grounds, such as sex, age, disability, sexual orientation, etc.
-

- LEVEL 4**
- Build racial equality objectives into the job descriptions and performance indicators of senior management, and ensure these are subject to the standard appraisal process.

- Analyse monitoring reports regularly and change practices, demonstrable outcomes and review plans as necessary.
 - Publicise the policy and its successes, internally and externally.
 - Feed regular reports on progress into members' committees, for review and targeting.
 - Use an appropriate, independent mechanism for assessing the effectiveness of policy implementation, as part of the policy review.
-

LEVEL 5

- Build racial equality objectives into the job description and performance indicators of all managerial staff and ensure these are subject to standard appraisal process.
 - Act as an exemplar of racial equality in local government, share experiences with other local authorities, and provide support for them in the development of their own policy and practice.
 - Build and support racial equality networks with other authorities at regional, national and international level.
-

OUTCOMES

AREA I-POLICY AND PLANNING

- All employees, service users, contractors and organisations which come into contact with the local authority are aware of its racial equality action programme.
- The internal consultation process ensures that all employees are informed of the value of equal opportunity, and are committed to that policy.
- The local authority is able to evaluate progress towards achievement of its racial equality objectives.
- Members and officers have more comprehensive information from which to plan and implement the programme, internally and externally.

AREA II

SERVICE DELIVERY AND CUSTOMER CARE

LEVEL 1

- Establish a written policy on racial equality for individual service delivery directorates, endorsed by relevant committee chairs and senior officers.
 - The written policy reflects the corporate racial equality policy, the CRE Race Relations Act and relevant Race Relations Codes of Practice.
 - The policy has been the subject of consultation with service users.
-

LEVEL 2

- Members and senior officers endorse an action plan flowing from the policy.
 - The action plan requires systematic activity in all sections of the directorate.
 - Set up a defined structure of responsibility for racial equality of opportunity within the directorate.
 - Establish ethnic monitoring of the take up of a core set of services as a standard procedure.
 - Develop and use a consultative machinery to establish the needs and satisfaction levels of ethnic minority service users.
 - Provide appropriate translation and interpreting services to enable ethnic minority service users to have full access to all services.
 - Contracts with agencies delivering services on behalf of the local authority include a requirement to deliver an effective and appropriate service, fairly and without unlawful discrimination.
 - Ensure that staff delivering services are trained to provide an appropriate and informed response to all service users without unlawful racial discrimination.
-

LEVEL 3

- Ethnic monitoring of the take up of all services becomes a standard procedure.
- Use ethnic data to feed into policy review and targeting.
- Monitor the effectiveness of community consultation on influencing service delivery.

- Plan services annually and on a long term basis, using ethnic demographic data from the Census to establish targets.
- Set up a procedure for reviewing the implications for ethnic minority service users of all decisions to increase, decrease or reallocate funding.
- Use this procedure to take into account the needs of ethnic minority service users when new services are planned.
- Use this procedure to consult relevant community organisations on the suitability of service provision.
- The job description and contract for local authority service delivery staff include the delivery of an effective and appropriate service to ethnic minority service users, fairly and without unlawful discrimination.
- Establish and publicise the local authority mechanism for dealing with complaints of racial discrimination against itself from members of the public.
- Contract compliance is guided by pre-contract evaluation, supported by standard contract conditions which require compliance with the CRE Race Relations Code of Practice in Employment, and systematic checks on the racial equality component of service delivery.
- Ensure that staff training in racial equality is formally linked to performance measurement.

LEVEL 4

- Build racial equality objectives into the job description and performance indicators of senior management, and ensure these are subject to the standard appraisal process.
- Directorates make full use of external funding (Single Regeneration Budget, Section 11, European Funding) to maximise appropriate service delivery.
- Monitor the allocation of financial resources to assess the impact on ethnic minority communities.
- Report progress on the action plan regularly to Directorate Members Committee, which feeds back into review and targets.
- Extend the scope of the contractual equality requirements for suppliers of services to the local authority to mechanisms such as an approved list and special select lists; arrangements to apply to contracts valued at £5,000 and above.

LEVEL 5

- Build racial equality objectives into the job description and performance indicators of all managerial staff, and ensure these are subject to the standard appraisal process.

- Directorates become exemplars of equality of opportunity in their particular field, share their experience with similar directorates in other local authorities, and provide support for them in the development of their own good practice.
 - Give guidance to applicants for contracts unable to provide sufficient evidence of their equal opportunities policy on how to achieve a suitable standard.
 - Take appropriate action against contractors who breach their contract by failing to comply with racial equality commitments.
 - Build and support racial equality networks with other authorities, at regional, national and international level.
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OUTCOMES

AREA II – SERVICE DELIVERY AND CUSTOMER CARE

- The local authority's position on racial equality is clear to all service users and organisations with contracts, or seeking contracts.
- Staff in all service delivery directorates are clear on the policy and the action needed to implement it.
- The consultation process leads to greater satisfaction with the local authority's services from all sections of the community.
- Members of the public are aware that breach of the policy will be met with action from the authority.
- The local authority and its directorates are seen as standard-setters on racial equality.

AREA III

COMMUNITY DEVELOPMENT

- LEVEL 1**
- The local authority states that its goal is to support the development of strong, secure, self-reliant, self-confident communities free from unlawful racial discrimination.
 - Take account of the present and future needs of ethnic minority communities in making a corporate assessment of community needs.
 - Corporate and directorate level racial equality policies and action plans help guide this process.
 - Make a funding commitment to the ethnic minority voluntary sector.
-

- LEVEL 2**
- Translate advertisements, leaflets, videos etc, giving information about services and democratic structures and participation, into appropriate community languages.
 - The ethnic minority voluntary sector is a key strategic partner in development and regeneration planning and programmes.
 - Make full use of the Single Regeneration Budget, Section 11, and European funding to pursue equality objectives in regeneration and planning programmes.
 - Set up mechanisms to ensure that planning applications, licensing and other control and planning processes take place within a context that favours community development, and takes account of ethnic minority needs within that.
 - Establish mechanisms for responding to racial harassment, and racial attacks, supporting victims and removing racist graffiti.
 - Contribute to the funding of a Racial Equality Council, where appropriate.
-

- LEVEL 3**
- Set standards across the authority for the provision of a consistent translation and interpreting service.
 - Establish a mechanism to measure and review the quality of translation and interpreting services purchased from outside agencies.
 - Provide information and training for ethnic minority community and voluntary organisations on the decision-making process, and how to use and gain access.
 - Take specific steps to ensure that ethnic minorities have full and equal access to the electoral register.

- Publicise the mechanism for responding to racial harassment and encourage victims to report incidents.
- Guarantee the removal of racist graffiti within a defined time after reporting.
- Set up a formal mechanism to consult with ethnic minority citizens.
- Regularly review the criteria for funding the voluntary sector to ensure they do not discriminate against ethnic minority organisations.

LEVEL 4

- The monitoring of racial harassment, attacks and racist graffiti inform resource allocation and policy development.
- Directorates can demonstrate how consultation with ethnic minority communities has shaped major policy development and resource allocation.

If in receipt of Single Regeneration Budget:

- Include the needs of ethnic minorities in the bid.
- Draw up the bid in partnership with the local ethnic minority voluntary sector and through the formal consultative mechanism with the ethnic minority communities. Include in the bid the need to retain appropriate services previously funded by Section 11.

If in receipt of Section 11:

- Plan a strategic response to a diminishing government grant.
- Plan a strategic approach to bring English as a Second Language support and related services into 'mainstream' expenditure.

LEVEL 5

- If in receipt of SRB, monitor the effect of all aspects of SRB expenditure on ethnic minorities, and feed that into the next round of bidding.
- Involve ethnic minority organisations in this monitoring.
- Maintain expenditure on projects funded by Section 11 at a level sufficient to preserve appropriate service delivery.
- Require each directorate to identify how its policies can contribute to community development, and the needs of ethnic minorities within that.
- Include objectives on ethnic minority community development in performance indicators for senior managers in all directorates.
- Build and support racial equality networks with other authorities at regional, national and international level.

OUTCOMES

AREA III – COMMUNITY DEVELOPMENT

- Community participation in the democratic process and structures of the local authority increases.
- The proportion of the population on the electoral register increases.
- There is greater involvement of the ethnic minority voluntary sector in the work of the authority.
- Take up of council services widens across all sections of the community.
- The needs of ethnic minorities are systematically built into funding and development planning.

AREA IV_a

EMPLOYMENT (RECRUITMENT AND SELECTION)

- LEVEL 1**
- Make clear to recruiters and selectors the need for non-discriminatory practices.
 - Avoid restricting publicity for vacancies and opportunities to sources which would provide a narrow range of applicants.
 - Use a well-designed, standard application form.
 - Job descriptions and selection criteria are clear and explicit.
 - Make all procedures consistent with the CRE Race Relations Code of Practice in Employment.
-

- LEVEL 2**
- Take steps to encourage ethnic minority applicants in areas where they are underrepresented.
 - Set up mechanisms for collecting data on applicants and recruits by ethnic origin.
 - Give detailed guidance and training on relevant racial equality issues to shortlisting panels, interviewers etc.
 - Avoid the potential for cultural bias in selection, for example asking about hobbies or social activities unless this is clearly relevant to specific job performance criteria. If such questions are relevant, selectors should be aware of the range of cultural examples possible from all ethnic groups.
-

- LEVEL 3**
- Analyse ethnic data on applications and appointments by grade, and use findings in the review process to establish targets.
 - Take action to deal with causes of disparate impact, including:
 - Basing selection tests on criteria which are empirically validated.
 - Ensuring all candidates are well prepared for test-taking, including adequate guidance and practice materials and training, if appropriate.
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- LEVEL 4**
- Make changes to selection measures, including biodata and tests, where unjustified disparate impact is shown.
 - Take additional steps to reach groups which are under-represented, including support for external positive action schemes, where appropriate.

- Set objectives for increasing the proportion of underrepresented racial groups at senior levels.

LEVEL 5

- Continually review and develop person specifications and applicant profiles to reflect the authority's overall approach.
 - There is an increased recruitment and selection of ethnic minority staff against defined targets.
-

OUTCOMES

AREA IV_a – EMPLOYMENT (RECRUITMENT AND SELECTION)

- Applicants are drawn from a better, wider pool, with greater opportunity for all ethnic groups to apply for jobs and promotion, and for individuals in under-represented groups to compete on equal terms.
- Managers and staff think more clearly about job and skill requirements.
- Selection decisions are more cost-effective as they result in lower rates of staff turnover.
- Efficiency increases as recruitment procedure improves the match of applicants' skills to the needs of particular jobs.
- Fewer supportable complaints about unfair recruitment.

AREA IVb

EMPLOYMENT (DEVELOPING AND RETAINING STAFF)

- LEVEL 1**
- Include the implications for employees of the racial equality policy, and the Race Relations Code of Practice in Employment in staff induction.
 - Inform new staff about established networks and support groups.
 - Incorporate racial equality principles into training plans for all staff.
-

- LEVEL 2**
- Set up procedures that contribute to a fair and effective multiracial working environment, covering policies such as:
 - Grievance procedures.
 - Disciplinary procedures.
 - Protection against racial harassment and victimisation.
 - Training.
 - Staff appraisals.
 - Religious and cultural needs.
 - Health and safety policy.
-

- LEVEL 3**
- Provide training for managers on the detailed implementation of the racial equality programme, including individual action plans, with updates in light of legal and other developments.
 - Meet specific training needs, where applicable, to develop particular skills.
 - Provide development training as part of an overall plan to enhance skills for all ethnic groups.
 - Use ethnic data to monitor the number of staff leaving employment and their reasons for leaving.
-

- LEVEL 4**
- Set up schemes to support the particular needs of ethnic minority staff as part of staff development, for example:
 - Mentoring.
 - Shadowing.
 - Self help networks and access to other relevant networks.
 - Establish consultation mechanisms to elicit feedback and ideas from staff, including ethnic minority staff, on the programme.

- Include in line managers' appraisals evaluation of action taken to retain and develop ethnic minority staff.
-

LEVEL 5

- Recognise, and encourage, the involvement of employees in the wider community.
 - Achieve higher retention and career progression rates for all staff.
 - Over time, fewer grievances and disciplinary actions are registered on racial equality grounds.
 - The local authority becomes an exemplar of good employment practice, sharing its experience and supporting other local authorities to develop their own good practice.
 - Build and support racial equality networks with other authorities at regional, national and international level.
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OUTCOMES

AREA IVb – EMPLOYMENT (DEVELOPING AND RETAINING STAFF)

- There are increased opportunities for all staff to progress in the local authority.
- Training budgets are used more effectively.
- There are reduced levels of absenteeism.
- Staff are more willing to contribute ideas and volunteer solutions.
- There is better team-working.
- Service delivery is improved.

AREA V

MARKETING AND CORPORATE IMAGE

LEVEL 1

- Provide the racial equality policy statement to all staff, applicants and new recruits.
 - Advise staff of the basic provisions of the Race Relations Act and Race Relations Codes of Practice.
 - Draw out the implications of the racial equality policy in the staff handbook, recruitment literature, and induction training.
 - Make clear the authority's commitment to racial equality in advertisements, recruitment materials and procedures and staff training and counselling.
-

LEVEL 2

- Advertisements and recruitment literature positively reflect racial equality and cultural diversity in text and illustrations; they are checked for racially discriminatory criteria and unwelcoming images.
 - Inform external bodies, including employment agencies consultants, and contractors of the policy and its requirements.
 - All staff receive literature advising them of their rights and responsibilities under the racial equality policy, for example, the duty not to discriminate, the right to be protected from racial harassment etc.
 - Provide guidance for key staff on the implications of the policy for selection training and management.
 - The authority's mission statement reflects the commitments of the racial equality policy.
-

LEVEL 3

- Promote successful racial equality work and policy implementation in the media.
- Directorate Chief Officers take responsibility for racial equality commitment in internal and external communications.
- Use the ethnic minority media, as a matter of course, in placing advertisements and news coverage.
- Draw out racial equality objectives in all quality assurance activity.

- All directorates make full use of appropriate translation and interpreting services.
 - All authority-led public events reflect the policy in involvement and publicity.
-

LEVEL 4

- The range of community events sponsored or funded by the authority reflect the commitments and values of the policy.
 - Relate appraisal linked performance indicators for senior media and communications managers to promoting racial equality.
 - Include in media work a strategy to promote the authority as a racial equality exemplar.
 - Use recall surveys to assess success in promoting awareness of racial equality policy and activity.
-

LEVEL 5

- Relate appraisal linked performance indicators for all media and communications staff to promoting racial equality.
 - Feed in recall surveys to media and communications policy effectiveness review, and policy development.
 - Involve appropriate ethnic minority staff integrally at high profile public events.
 - Chief Executive and Directorate heads act as ‘ambassadors’ to promote racial equality objectives, and share good practice at external events, for example, local government conferences, media interviews, public statements etc.
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OUTCOMES

AREA V – MARKETING AND CORPORATE IMAGE

- All staff, and potential staff, are aware of the racial equality policy.
- Greater coverage of the local authority’s policy in the media, including ethnic minority media.
- Greater involvement of all sections of the community in local authority public events.
- Community events are of direct relevance to a variety of ethnic groups.
- The authority is seen as a standard setter for racial equality.

CHARTING PROGRESS

	POLICY AND PLANNING	SERVICE DELIVERY AND CUSTOMER CARE	COMMUNITY DEVELOPMENT	EMPLOYMENT (RECRUITMENT AND SELECTION)	EMPLOYMENT (DEVELOPING AND RETAINING STAFF)	MARKETING AND CORPORATE IMAGE
LEVEL 5						
LEVEL 4						
LEVEL 3						
LEVEL 2						
LEVEL 1						



APPENDICES

APPENDIX 1

Useful publications

Code of Practice in Rented Housing: For the elimination of racial discrimination and the promotion of equal opportunities. CRE. 1991.

Code of Practice in Non-Rented (Owner Occupied) Housing: For the elimination of racial discrimination and the promotion of equal opportunities.
CRE. 1992.

Code of Practice for the Elimination of Racial Discrimination in Education.
CRE. 1991.

Connections, the CRE's free quarterly magazine

Keep Them in Birmingham: Challenging racism in south-west England.
CRE. 1992.

Learning for All: Racial equality standards for schools (England and Wales).
CRE. 2000

Not in Norfolk: Tackling the invisibility of racism. Norfolk Racial Equality Council. 1994.

Race Relations Code of Practice: For the elimination of racial discrimination and the promotion of equal opportunity in employment. CRE. 1984.

Racial Equality Means Business: A Standard for racial equality for employers.
CRE. 1995.

Young and Equal: A Standard for racial equality in services for young people.
CRE. 1995.

The CRE website (<http://www.cre.gov.uk>) is a good source of general information on racial equality issues. A full list of CRE publications has been posted on the site, with many freely downloadable texts. A CRE publications catalogue is also available from Central Books, 99 Wallis Road, London E9 5LN ☎ 020 8986 5488

APPENDIX 2

Useful organisations

COMMISSION FOR RACIAL EQUALITY

(Head office)

Elliot House
10-12 Allington Street
London SW1E 5EH

☎ 020 7828 7022

(For CRE regional offices see p.48)

RACIAL EQUALITY COUNCILS

Racial Equality Councils (RECs) are local voluntary organisations that can provide advice and assistance on racial discrimination and racial equality issues. A full list of RECs is available from your nearest CRE office or from the CRE website (<http://www.cre.gov.uk>).

OTHER ORGANISATIONS

Association of London Government (ALG)

3 Old Queen Street
London SW1H 9JF
☎ 020 7222 7799

Employers Organisation

Layden House
76-86 Turnmill Street
London EC1M SQU
☎ 020 7296 6600

Improvement and Development Agency

Layden House
76-86 Turnmill Street
London EC1M SQU
☎ 020 7296 6600

Local Authorities Race Relations Information Exchange

(LARRIE)

Layden House
76-86 Turnmill Street
London EC1M 5QU
☎ 020 7 296 6600

Local Government Association

26 Chapter Street
London SW1P 4ND
☎ 020 7233 6868

Local Government Information Unit

2nd Floor
1-5 Bath Street
London EC1V 9QQ
☎ 020 7608 1051

National Association of Black, Asian and Ethnic Minority Councillors

C/o Local Government Information Unit,
1-5 Bath Street, 2nd floor
London EC1V 9QQ
☎ 020 7608 1051

National Association of Race Equality Advisors

PO Box 3179
Birmingham B3 3DD
☎ 020 7235 2627

Society of Chief Personnel Officers (SOCPO)

18 Pitfield Drive
Meopham, Kent DA13 0AY
☎ 01474 813269

Society of Local Authority Chief Executives and Senior Managers (SOLACE)

32-32a Roper Gate Chambers
Pontefract, West Yorkshire WF8 1LY
☎ 0151 443 3931

Welsh Local Government Association

10-11 Raleigh Walk
Atlantic Wharf
Cardiff CF1 5LN
☎ 029 2046 8600

COMMISSION FOR RACIAL EQUALITY

The Commission for Racial Equality was set up by the Race Relations Act 1976 with the duties of:

- Working towards the elimination of discrimination.
- Promoting equality of opportunity and good relations between persons of different racial groups.
- Keeping under review the working of the Act, and, when required by the Secretary of State or when it otherwise thinks it is necessary, drawing up and submitting to the Secretary of State proposals for amending it.

London (Head Office)

Elliot House
10-12 Allington Street
London SW1E 5EH
☎ 020 7828 7022

Birmingham

Lancaster House (3rd floor)
67 Newhall Street
Birmingham B3 1NA
☎ 0121 710 3000

Leeds

Yorkshire Bank Chambers
(1st floor)
Infirmary Street
Leeds LS1 2JP
☎ 0113 389 3600

Manchester

Maybrook House (5th floor)
40 Blackfriars Street
Manchester M3 2EG
☎ 0161 835 5500

Scotland

Hanover House
45-51 Hanover Street
Edinburgh EH2 2PJ
☎ 0131 240 2600

Wales

Capital Tower (14th floor)
Greyfriars Street
Cardiff CF1 3AG
☎ 029 2038 8977