



Home Office

# The Overarching Race, Disability and Gender Equality Scheme: Progress Report 2008



**The Overarching Race,  
Disability and Gender Equality Scheme:  
Draft Progress Report 2008**



# Foreword from the Home Secretary



As Home Secretary I have the responsibility of ensuring that the Government works to protect the public.

It is very important to me that every member of the public whatever their background, race, gender, faith or disability receives full protection and that services funded and provided by the Home Office and its agencies meet the needs of all citizens of the UK.

To do that we need to make the most of all the talents in the Home Office and to ensure that our staff – from top to bottom – reflect the communities we serve.

We have made some important steps towards meeting the needs of you our customers.

For example,

- i) the Identity and Passport Service received a Charter Mark Award;
- ii) Home Office Headquarters received the Crystal Mark award for plain English as well as the RNIB seeing things right with usability accreditation;
- iii) we are stepping up action by our Neighbourhood Police Teams and engaging positively with the communities they serve so that they better reflect the diversity of local communities needs;

- iv) we have introduced new policies to tackle forced marriage and honour based violence across the Government including support joint guidelines between the Home Office, the Foreign and Commonwealth Office and the Department of Health to assist and help professionals who suspect cases of forced marriage;
- v) in February 2008 I published a new action plan to help tackle gun and knife crime;
- vi) we continue to make good progress on tackling anti-social behaviour particularly crack houses;
- vii) we launched a new 10 year Drug Strategy and supporting 3 year Action Plan on 27 February 2008. We worked with Ipsos MORI to ensure that communities had opportunities to inform the development of the strategy.

As Home Secretary I will work to make sure that all the Home Office policies reflect and meet the needs of all UK citizens and that we continue to support our staff.

Rt Hon Jacqui Smith  
Home Secretary

## Foreword from the Permanent Secretary



The Home Office is changing rapidly. We have a new stronger focus on public protection with a clear aim, “Working together to protect the public.” We have new policy direction for crime, immigration, counter terrorism and identity management, all issues which touch people’s lives throughout the country. We are engaged in a major reform programme to ensure that we have the skills, capabilities and systems to create a Department with strong performance and public focus.

Equality and diversity must be at the heart of everything we do. It is essential that they underpin both our policy work and our service delivery. They are a prerequisite for our work with stakeholders and partners. And, of course, they are at the centre of our commitments and values as an employer.

To succeed, the Home Office depends on having the best employees possible, drawn from the diverse population we serve and able to achieve their full potential. As part of our reform programme we have introduced new systems for recruitment and selection, for promotion and assessment, and for managing reductions in staff and restructuring. We have sought to involve our staff in ensuring that these arrangements are applied fairly, irrespective of people’s background, race, gender, faith and disability.

We have also invested heavily in skills development and particularly in leadership and management. This includes a positive action programme. Development Plans for staff at grades up to SEO; and a new programme, Leaders of the Future for middle managers as part of our commitment to creating a more diverse workforce.

I am pleased at the progress we have made, but only too conscious that more needs to be done. I am determined we should make further and faster progress and remain personally committed to ensuring we are an organisation which values equality and diversity and one in which people are valued, respected and treated fairly.

Sir David Normington KCB  
Permanent Secretary

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## Executive Summary

It has been a period of transition for the Home Office since our role changed in May 2007. This annual progress report describes the Home Office's continued work to deliver its strategic objectives and PSAs in compliance with statutory responsibilities on race, gender and disability equality. In doing so it outlines how the department is 'working together to protect the public'; whether it be amongst its staff or with partners and the public at local, national and international level.

We have continued to engage with external stakeholders, in particular, disability organisations, to progress work on encouraging people with learning disabilities to report on sexual crimes. This work is ongoing and the Home Office has recently commissioned a feasibility study on collecting victims' satisfaction information. The aim of this study is to provide evidence about the levels of offending and identify possible blockages in relation to the reporting of sexual crimes.

In continuing the work on sexual violence and abuse, a stakeholder advisory group was established to act as a consultative body to the Government on the development of policy and practice on sexual violence in relation to policing and prosecution, support services, health issues, prevention, awareness raising, development and delivery of the Sexual Violence Action Plan. The membership is primarily from the voluntary sector e.g. Ann Craft Trust, VOICE UK, Victim Support and National Rape Crisis Co-ordination Group.

The 2006/07 British Crime Survey for drug use in 16-59 year olds shows that overall drug use is down from 12.1% to 10% since the previous Drug Strategy commenced in 1998. We have a well developed evidence base in respect of the prevalence and pattern of drug use and we are now focusing on how problematic drug use may affect different communities.

There has been much success with the Positive Futures programme which is part of the FRANK drugs initiative. Positive Futures is a national social inclusion programme which has used sport and leisure activities to engage with disadvantaged and socially marginalised young people. The 'Teenage Kicks' initiative has shown evidence of the reduction in anti-social behaviour.

The UK Borders Act 2007 provides the authority for the Government to begin issuing identity cards to foreign nationals and this programme will begin in 2008. A public consultation on the introduction of compulsory identity cards for foreign nationals ended on 4 May 2008. For further information about the UK Border Agency please go to page 169:

<http://www.ukba.homeoffice.gov.uk/aboutus/workingforus/equalityanddiversity>

The Home Office is leading the Government-wide strategy to counter terrorism in the UK and undertook a five month consultation in the lead up to the Counter Terrorism (CT) Bill, which involved over 100 organisations and included a number of regional seminars. The final results were published on 6 December 2007 ("Summary of Responses to the CT Bill Consultation" (Command Paper7269)). There has been considerable engagement with a range of stakeholders including faith groups, human rights organisations and other voluntary sector organisations.

Over the period of the Schemes we have consulted and engaged with communities and we invite you to get involved in our work by accessing our consultation websites:

<http://www.ukba.homeoffice.gov.uk/aboutus/consultations/current/IIP>  
<http://www.homeoffice.gov.uk/about-us/haveyoursay/current-consultations/>

## Background

In May 2007 the Home Office published its first Overarching Race, Disability and Gender Equality Scheme (RDG) for the Home Office, which is intended to be read in conjunction with the associate schemes and equality action plans for UK Border and Agency (UKBA), Identity and Passport Service (IPS) and the Criminal Records Bureau (CRB). In the light of the changes in the department we took the opportunity to review and update our race equality actions, which enabled us to synchronise our action plans in producing the RDG.

The Home Office scheme is published alongside associate schemes for UK Border Agency, Identity and Passport Services and the Criminal Records Bureau. These associate schemes enable each area of the Home Office to set equalities actions and priorities within the context of the services and policies that they deliver.

This report includes progress updates on these schemes.

### Disability Equality Scheme (DES) and Race, Disability and Gender Equality (RDG) Scheme priorities

Each of the equality schemes describe:

- leadership: ensuring that we actively engage our management teams in delivery of our statutory obligations;
- involving disabled people: in developing the scheme and our subsequent stakeholder management arrangements;
- research and gathering evidence: using research and statistical analysis to support, monitor and promote equality and feed in to our policy development;

- equality impact assessment: anticipating risks and identifying opportunities for equality and diversity in our business activities; and
- action plans: delivering the above in the context of our functions and policies.

## About the Home Office

The Home Office has had its current responsibilities since May 2007. We acquired a new role in leading the Government-wide strategy to counter terrorism in the UK alongside our existing responsibilities for policing, crime reduction, border and immigration, and, identity and passports. At the same time, responsibility for prisons and probation and for criminal law and sentencing moved to the new Ministry of Justice. The changes focus the Home Office on its core role of protecting the public, with the aim of safeguarding the fundamental rights and freedoms of UK citizens and ensuring that people can go about their lives safely and confidently.

In line with our role, the Home Office has a new purpose statement 'Working together to protect the public' which emphasises our determination to put public protection at the heart of what we do. The new purpose statement complements our great emphasis on the equal and fair treatment of both the public, whom we protect, and our staff who help us achieve this aim. The UK Border Agency shares the same purpose and has particular responsibility for securing our borders and controlling migration for the benefit of the country.

### Our Ambition

Our ambition is to create a Home Office which is trusted to protect the public and where people are proud to work.

### Our Objectives

To achieve our purpose we have seven objectives:

- help people feel secure in their homes and local communities;
- cut crime, especially violent, drug and alcohol-related crime;
- lead visible, responsive and accountable policing;

- support the efficient and effective delivery of justice;
- protect the public from terrorism;
- secure our borders and control migration for the benefit of our country; and
- safeguard people's identity and the privileges of citizenship.

We will work with the public and our partners at local, national and international level to achieve these objectives.

### Public Service Agreements (PSAs):

As of 1 April 2008 the new Public Service Agreements (PSAs) are as follows:

- make communities safer;
- reduce the risk to the UK and its interests overseas from international terrorism;
- reduce the harms caused by alcohol and drugs;
- ensure controlled, fair migration that protects the public and contributes to economic growth; and
- deliver a more effective, transparent and responsive Criminal Justice System for victims and the public (led tri-laterally with the Attorney-General and the Secretary of State for Justice).

### Our Values

The values we have developed, in consultation with our staff and stakeholders, underpin how we will achieve our objectives and guide our everyday behaviour:

- we deliver for the public;
- we are professional and innovative;
- we work openly and collaboratively; and
- we treat everyone with respect.

## Equality Schemes – Legislative Context

The Overarching Home Office Disability Equality Scheme supports the spirit and the letter of the Disability Discrimination Act 2005, the **Race Relations Act 1947** (as amended), and the Equality Act 2006. It provides a corporate perspective on what is being done to co-ordinate the delivery of the disability equality scheme throughout the Home Office.

Under the general and specific duties of the **Race Relations Act 1947** (as amended), public authorities are required to have due regard to the need to:

eliminate unlawful racial discrimination; promote equality of opportunity; and  
promote good relations between people of different racial groups.

Under the **Disability Discrimination Act 2005**, public authorities are required to have due regard to the need to:

promote the equality of opportunity between disabled persons and other persons;  
eliminate discrimination that is unlawful under the Act;  
eliminate harassment of disabled persons that is related to their disabilities;  
promote positive attitudes towards disabled persons;  
encourage participation by disabled persons in public life; and  
take steps to take account of disabled persons' disabilities, even where that involves treating disabled persons more favourably than other persons.

Under the **Equality Act 2006**, public authorities are required to have due regard to the need to:

Eliminate discrimination and harassment that is unlawful under the Sex Discrimination Act 1975, and discrimination that is unlawful under the Equal Pay Act 1970; and  
Promote equality of opportunity between men and women.

From 1999 the **Sex Discrimination Act (Gender Reassignment) Regulations** have protected transsexual people from discrimination in the workplace and in vocational training by amendment to the **Sex Discrimination Act 1975**:

s.2A(1) of the Regulations makes it an offence for someone to treat a person less favourably on the grounds that the person intends to undergo, is undergoing, or has undergone, gender reassignment.

s.2(3) of the Regulations defines gender reassignment as “a process which is undertaken under medical supervision for the purpose of reassigning a person’s sex by changing physiological or other characteristics of sex, and includes any part of such process”.

Therefore in meeting the Gender Equality Duty, and for the purposes of the Equality Act, public authorities have been required to have due regard to the need to eliminate unlawful discrimination on the grounds of gender reassignment and employment policies and procedures must cover transsexual employees.

However it should be noted that with effect from 6th April 2008, by virtue of **The Sex Discrimination (amendment) Regulations 2008**, unlawful discrimination on the grounds of gender reassignment under the Sex

Discrimination Act now includes discrimination in the provision of goods, facilities and services in addition to employment and vocational training.

### Home Office Governance of Equality Duties

In May 2007, the Home Office 3-Year Diversity Strategy was launched. The Strategy sets out both our commitment to delivering diversity in all of our business and our plans for doing so by 2010. The strategy continues the progress we have made in meeting our targets for diversity in the Senior Civil Service and the Home Secretary’s Race Equality Employment Targets. The five strategic aims (Table 1) sit alongside the Home Office Race, Disability and Gender Equality Scheme and also assist us in meeting the Cabinet Office 10-Point Plan commitments. Further details can be found on the following website:

<http://www.civilservice.gov.uk/iam/diversity/10point/aims.asp>

Table 1
<p>The 3-Year Diversity Strategy – 5 strategic aims:</p> <ol style="list-style-type: none"> <li>1. managers at all levels demonstrate <b>effective leadership</b> on equality and diversity;</li> <li>2. the potential of under-represented groups developed to create a <b>representative workforce</b> at all levels;</li> <li>3. a <b>working environment</b> where staff respect and value each other’s diversity;</li> <li>4. effective Home Office implementation of <b>statutory obligations</b> on equality and diversity; and</li> <li>5. <b>services delivered</b> in a way that promotes equality and respects diversity.</li> </ol>

The Home Office has set up a range of fora which are outlined below to enable the department to deliver against its commitments in the Diversity Strategy and meet its statutory responsibilities.

### Diversity Strategy Programme Board

The programme board is responsible for overseeing the delivery of the 3-Year Diversity Strategy and meets quarterly to review the performance against the 5 strategic aims in the strategy. The programme board is chaired by a director-general from the Home Office Board. Each business area is represented by someone at director level who is the designated diversity champion. Chairs of internal staff networks also sit on the board.

### Heads of Equality and Diversity Forum

This is a strategic forum consisting of Equality and Diversity leads who ensure that the Home Office Group secures an integrated and systematic approach to delivering the 3 Year Diversity Strategy. It covers the following areas:

- 1 . Legal compliance issues and general and specific public duties
  - (a) Equality Schemes
  - (b) Employment Monitoring Duty
  - (c) Equality Impact Assessment
2. Progress against the 3 Year Diversity Strategy
3. Sharing of good practice.

### Home Office Internal Diversity Champions

The internal diversity champions act as change agents, responsible for reiterating the Home Office commitment to becoming one of the leading departments in promoting good practice on diversity in employment policy delivery. The diversity champions fulfil an advocacy role and take personal responsibility for valuing diversity.

## **Equal Opportunities Sub-Committee**

The Equal Opportunities sub-committee's terms of reference are to meet quarterly where possible to review work on equality and diversity issues, to make recommendations to any of the other sub-committees of the Departmental Whitley Council and report annually to the Council.

The membership at present consists of union members from Home Office Trade Union Side, Prospect, First Division Association, Public and Commercial Services, the Strategic Diversity Action Team and HR Employee Relations.

The Home Office is also a member of the Civil Service Disability Network and the Cross-Government Diversity Practitioners Network. The role of the Cross-Government Diversity Practitioners Network is to:

- provide an active forum for exchanging good practice, issues and challenges;
- assist in developing strategies for implementation and sharing resources where appropriate;
- provide a focus for feeding back issues to the Diversity Champions Network about implementation and issues they need to take on board in their deliberations; and
- increase effective communication across the civil service on diversity.

## **The UK Border Agency Equality and Diversity Advisors**

In the UK Border Agency, the Equality and Diversity Team runs a national network of 130 Equality and Diversity Advisors (EDAs). Their role is to provide support and direction to staff that need assistance with diversity issues, and to support the promotion of a diverse and inclusive workforce. Training is provided and the role forms part of the EDAs' work objectives. A minimum of 10% work time is given to carry out the role.

## **Dedicated to the Promotion of Equality and Diversity**

The Home Office has a Head of Group Equality and Diversity to ensure that equalities issues remain top of the department's agenda. The role also provides advice directly to the Permanent Secretary and the Executive Board as Race Equality Adviser.

The role is supported by the Strategic Diversity Action Team (SDAT) that measures and supports the department's diversity leads by:

- driving awareness of equality legislation and providing advice on complying with legal obligations;
- providing quarterly updates to diversity leads on equality and diversity matters and advising on ways to improve business performance;
- assisting them to promote policies and tools developed by the team;
- promoting the role of champions through the intranet site and other media; and
- providing a Secretariat service to the Home Office and Agencies Diversity Strategy Programme Board meetings which are held quarterly to discuss progress made towards achieving our equalities commitments and the challenging workforce diversity targets the department has set itself.

In taking forward its Diversity Strategy, the team works with all areas of the Home Office and its agencies to ensure consistency in its delivery.

The department also funds several staff networks and together we continually look for innovative ways in which to develop and promote equality.

## **Working Together to Protect the Public**

In preparing our schemes we recognised the importance of seeking the views of our external stakeholders, staff networks and customers on our policies and services in meeting the needs of disabled people, and people from minority ethnic backgrounds. For example, the UK Border Agency held user forums with members of disability organisations, and the Home Office held a stakeholder forum which included members of disability organisations with particular interests in issues related to crime and the criminal justice system. A questionnaire was also sent to a number of key external organisations such as RADAR, End Violence Against Women, National Coalition of Black-Led Organisations, Joseph Rowntree Foundation, Ann Craft Trust, and Scope. We also incorporated the proposals made by the Disability Rights Commission in its paper 'Building Stronger, Safer Communities', and advice contained in documents produced by Scope.

The Home Office has continued to engage with its external stakeholders and the public, whilst developing a range of policies, services and legislation. The Home Office will continue its engagement and partnership working to ensure that the public feel safe and protected within their communities.

### **Help people to feel secure in their homes and communities**

#### **Crime Strategy**

Since 1997 crime has fallen by a third. Car crime, for example, has halved and your chances of being burgled are now once every 40 years compared to once every 25 years. Violent crime has fallen by 31%.

The Crime Strategy, 'Cutting Crime – a new partnership 2008-11' which was published in July 2007 sets out the overarching principles and context for tackling crime and anti-social behaviour over the next three years. It recognises the significant achievements made over the past ten years, and sets a new framework for fighting crime in the future. The strategy outlines a new, more rounded approach to tackling crime and the harms caused by crime. After the significant additional resources made available since 1997, the challenge now is to make the most efficient and effective use of this substantial investment, targeting resources effectively, where they will have greatest impact.

The Crime Strategy puts particular emphasis on giving local partners more flexibility to prioritise and respond to crime and anti-social behaviour that matters to the public in their areas, with far fewer types of crime being set as priorities by the Home Office.

An Equality Impact Assessment (EIA) of the Home Office's Crime Strategy was published in July 2007. The EIA looks at the potential impact on different groups of citizens for all the work-streams contained within the strategy.

The EIA focused on gathering evidence from both existing policies and surveys detailing the public's experience and perception of crime and the criminal justice system. This included:

- British Crime Survey 2006/07;
- Policing and the criminal justice system – public confidence and perceptions: findings from the 2004/05 British Crime Survey;
- Citizenship Survey 2005;
- Statistics on Race and the Criminal Justice System – 2005;

- Disability Rights Commission – ‘The Disability Agenda; Building stronger, safer communities.’ 2007;
- Age Concern: Survey of Fear of Street Crime amongst Older People – 2002;
- UK Study of Abuse and Neglect of Older People; Prevalence Survey Report 2007;
- All Party Parliamentary Inquiry into Anti-Semitism: The Government’s Response 2006;
- Hate Crime: Delivering a Quality Service – Good practice and Tactical Guidance – 2005;

The Home Office also contacted a number of organisations working with, or representing, minority groups, to ensure they were given the opportunity to comment and add value to the EIA, and these were as follows:

- 1990 Trust
- Age Concern
- Faith Communities Consultative Council
- Fawcett Society
- Mencap
- NACRO
- Press for Change
- Respond
- Stonewall
- The Ann Craft Trust
- The Howard League for Penal Reform
- The Runnymede Trust
- Victim Support
- Voice UK

The EIA concluded that the new strategy should not have an adverse impact on any group within society but rather it will impact positively on all

and, in particular those minority groups who, for whatever reason be it geographical location, educational attainment level or employment status, are disproportionately affected by crime.

The focus on local delivery and local partnership working will see greater engagement with minority groups and will allow their needs to be met more easily and provide them greater access to relevant local delivery partners.

The Government, working with local delivery partners, will continue to address all of the issues affecting local communities. We will do this by looking at new and innovative ways so as to improve people’s life chances and opportunities to participate more fully in their local community and society. This new crime strategy places the focus of delivery on tackling local priorities; in areas of high deprivation this could mean addressing other social issues which have an impact on crime, such as employment, access to services, environmental improvements and tackling street population issues such as alcohol and drug misuse.

### **Fear of Crime**

The trend in the proportion of people with high levels of worry about each of the three crime types (burglary, violent crime and car crime) has stabilised in recent years following a long period of decline. Overall, levels of worry about crime have fallen by approximately a third since 1998. People in the 65+ age group remain at lower risk of becoming a victim of domestic burglary, vehicle crime or vandalism than any other age (British Crime Survey 2006/7).

Ethnicity is the only characteristic strongly associated with all three fear of crime measures. Those from black or minority ethnic backgrounds were more likely to worry about crime than those from white backgrounds.

Perceptions of crime and confidence in agencies to tackle crime are linked with fear of crime. The rollout of neighbourhood policing is key to increasing confidence in a visible and responsive police service, as is effective communications and community engagement. From 1 April 2008 every community will have a Neighbourhood Policing scheme. Evidence shows that this is a key way to reduce fear of crime perceptions of crime and tackle anti-social behaviour.

### **Lead visible, responsive and accountable policing**

As well as the new approach set out in the strategy there are a number of policies already in place, or being developed, which seek to improve the levels of community engagement, e.g. Neighbourhood Policing where the scheme aims to respond to the needs of a diverse range of individuals and communities. Critical to this concept is the idea that neighbourhood officers will engage local communities to understand the problems that affect them, in order to identify priorities for police, partners and public action.

Fully rolled out by April 2008, every community in England and Wales will now benefit from dedicated, accessible and visible neighbourhood policing teams; these will be led by police officers and include Police Community Support Officers (PCSOs) and Special Constables. This may also include local ward councillors, wardens, neighbourhood managers, housing managers, youth workers and voluntary and community organisations.

Neighbourhood policing is about putting communities' priorities and concerns at the heart of local policing. Research indicates that a neighbourhood policing approach tackles both crime and the fear of crime, and helps to create communities that not only are safe, but feel safe.

### **Case Study: Community Cohesion (Neighbourhood Policing)**

A community team in Grantham, Lincolnshire introduced a method of monitoring and held a cultural equality day, to help prevent public order disturbances in the area resulting from the arrival of migrant workers.

The purpose of the event was to engage local organisations and people to establish, for example, a multi-agency racial support group and other support networks, an 'early warning' system for racial tension, and to enhance the community team's response to race and hate crimes.

### **Saving Lives, Reducing Harm Protecting the Public**

During February 2008, the Home Secretary published the new action plan, 'Saving Lives, Reducing Harm Protecting the Public'. The plan set out what the government, together with police and local agencies, will do over the next three years to cut homicide, knife crime, gun and gang-related crime and sexual and domestic violence.

Key measures that the Home Secretary plans in respect of gun and knife crime include:

- creating a presumption to prosecute those who are found carrying a knife and tougher sentences for knife crime;
- providing the police with 100 portable knife arches and 400 search wands immediately, and making more available over the next year to ensure this technology is available where needed across the country;
- a new £1 million campaign to challenge the 'glamour', fear and peer pressure that can drive youngsters to knife crime, and working with 'Be Safe' to offer over 1 million young people access to workshops highlighting the dangers of weapons;

- investing over £20 million over the next three years to support the rollout of multi-agency interventions and information sharing involving local police, local councils, voluntary groups and health workers across the country to manage and identify people at risk of committing serious violence as well as providing support for victims;
- new controls on deactivated firearms;
- working with police to identify key gang members, enhance the use of covert surveillance and implement targeted, multi-agency crackdowns;
- strengthening special measures such as ‘live’ links and anonymity to protect witnesses at the earliest possible stage of the Criminal Justice System;
- rolling out the Specialist Domestic Violence Court Model to cover other forms of violence, to ensure that sensitive cases can be heard in a safe and protected environment; and
- working with industry to tackle offensive content on the internet and the representation of violence in video games, films and other media.

### Comment on the Action Plan from the Home Secretary:

“We are determined not to let violent offenders get away with wrecking lives by stopping them committing crimes in the first place. That is why I am today pledging that by 2011, we will have reduced serious violent crime, including gun and gang-related violence, knife crime, sexual and domestic violence and improved the criminal justice response to these offences.”

We have made good progress – violent crime has fallen by 31% since 1997 and the risk of being a victim of serious violence remains extremely low. We have set tough targets for the police and local agencies to tackle serious violence, giving them more local decision making powers to find solutions to local priorities. The challenge now is to ensure that the good practice we have developed is applied as widely as possible, to the benefit of everyone in all communities.”

### Forced Marriage

Across Government we are working on a comprehensive co-ordinated approach to forced marriage and honour-based violence through our national programme of work. This year we will roll out a discreet action plan in targeted areas to ensure that best practice for tackling forced marriage is adopted and implemented.

The joint Foreign and Commonwealth Office/ Home Office Forced Marriage Unit co-ordinates outreach projects and provides support and information to those at risk. The Forced Marriage Unit receives around 5,000 calls for general advice every year. In 2007 the Unit dealt with approximately 400 cases. The majority of the Forced Marriage Unit’s cases involve families of Pakistani (65%) and Bangladeshi (15%) origin, with a smaller percentage of Indian and South Asian families. Fifteen per cent of cases involve men and 30% of cases involve minors.

The Home Office, FCO and the Department of Health issued joint guidelines during June 2007 to assist health professionals who suspect cases of forced marriage. The guidelines provide practical advice to frontline practitioners such as GPs, school nurses, midwives, and accident and emergency staff. They cover how to recognise the warning signs and what to do if a patient discloses that they have been, or are about to be, forced to marry.

As well as providing support and assistance to victims and potential victims, the Forced Marriage Unit also does a great deal of outreach and awareness-raising work, speaking to interested groups and providing training to social workers, teachers, police officers and health professionals at around 75 events each year across the UK.

The Home Office and the FCO are also working together to revive the national Forced Marriage Group, which will give Government, agencies, and partners in the voluntary sector a forum where they can come together to openly and honestly discuss some of the gaps and problems in this area.

Furthermore, as part of the national delivery plan for domestic violence the Home Office are also bringing into force the Forced Marriage (Civil Protection) Act 2007 in Autumn 2008. The Act allows victims to pursue a civil remedy in the family courts protecting those who have been forced into marriage or pre-empting an attempt to do so. The Act also enables third parties to apply for an order on behalf of somebody else so that victims can be one step removed from the application if they want to be. Third party applications can help victims who are not in a position to make an application personally because, for example, they have been imprisoned or taken out of the country. We also conducted a public consultation on the role of the third party and the closing date for responses was 14 March 2008.

### **Case Study: Forced Marriage Unit (Getting the community involved)**

The UK hosted a high-level conference in October 2007 to share best practice on forced marriages with other EU members.

In 2006, two so called 'honour killings' seminars with community leaders were jointly hosted by the Attorney General and the Home Office's then Minister, Baroness Scotland. As a result of these seminars, there should now be measures in place within all police forces to ensure that officers are aware of domestic violence and related issues and have the knowledge to deal with it effectively.

### **Case Study: Forced Marriage**

A joint FCO/HO EU Conference on forced marriage was held in October 2007. Jasvinder Sanghera, recent winner of a woman of the year award and also the victim of a forced marriage addressed the conference and spoke passionately about her own experiences of fleeing from a forced marriage at the age of 17.

For more information on forced marriage visit the Forced Marriage Unit pages of the Foreign and Commonwealth website at:

[www.fco.gov.uk/forcedmarriage](http://www.fco.gov.uk/forcedmarriage)

### **Sexual Violence and Abuse**

An action plan to increase reporting of sexual violence among people with learning disabilities was published in January 2007. To monitor progress of the action plan the Home Office has recently commissioned (February 2008) a feasibility study on collecting victims' satisfaction information. This will specifically cover victims with physical or learning disabilities. The aim of the study is to provide evidence about the levels of offending and identify possible blockages in relation to reporting sexual crimes.

The Home Office is involved in the cross-government Sexual Violence and Abuse Action Plan. Regional workshops were held in Bristol, Derby, York, Manchester and London in autumn 2007 to consult with stakeholders about the development of the Action Plan. Participants came from a wide range of agencies (between 70 and 100 people attended each workshop). As well as seeking feedback on the Action Plan, the workshops presented participants with an opportunity to network with those from other agencies working in their regions.

Participants were asked a range of questions about prevention, support and health services, and criminal justice to get practitioners' views on what is important. Participants were also asked to think about what considerations should be made to address the needs of vulnerable and/or 'hard to reach' groups. The main suggestions included: outreach work or working closely with specialist voluntary sector organisations in order to understand the needs of different groups; opportunities for third-party reporting (e.g. Sexual Assault Referral Centres (SARCS)); specialised advocacy/advisory work; intermediaries or interpreters available where required; and use of special measures in court.

The action plan is supported by a Stakeholder Advisory Group on Sexual Violence and Abuse. The group was established 18 months ago to act as a consultative body to the Government on the development of policy and practice on sexual violence in relation to policing and prosecution, support services, health issues, prevention, awareness-raising and development and delivery of the Sexual Violence Action Plan.

It meets on a quarterly basis to relay information about policy ideas and initiatives to members' respective networks and seek feedback from them and provide a forum where members can discuss new developments on the ground, or raise concerns about policy ideas at an early stage of development.

The group is chaired by Home Office Minister Vernon Coaker and Dawn Primarolo (Department of Health Minister). The membership is primarily voluntary sector (victim and abuser services – e.g. Ann Craft Trust, VOICE UK, Victim Support, National Rape Crisis Co-ordination Group) but there are also representatives from the Sexual Assault Referral Centres and academics.

### **Anti-Social Behaviour**

Enforcement activity in the UK has included the introduction of the Anti-Social Behaviour Act 2003 which enabled the police to enforce the rapid closure of crack houses. These increased powers enabled the police to tackle drug supply and drug taking in communities and reduce anti-social behaviour. However, some displacement occurred with crack houses opening in neighbouring areas. Effective partnership working with local agencies, including treatment providers, proved key in the aftermath of these operations, providing support for drug users and the local community.

The guidance for anti-social behaviour tools and powers was published in Autumn 2007, and for victims and witnesses in March 2008. The toolkit and guidance was developed for practitioners working to tackle anti-social behavior. It also refers to work with victims and witnesses and includes a reference to the legal duty of public bodies in relation to the Sex Discrimination Act, as well as other relevant legislation.

### **Problems caused by theft, loss and misuse of the Blue Badge**

The theft of the blue badge for a disabled person can result in unplanned expenditure for the disabled person e.g. insurance excess resulting from smashed car windows. It also increases the fear of crime as disabled people become easy targets and increases the possibility of other crimes being committed towards vulnerable people, as they are easily recognisable from the photo on the badge.

The impact of such thefts includes reduced overall mobility and social activity as disabled spaces near venues cannot be used without badges being displayed; it reduces the independence of disabled people, and increases police and local authority time and cost with recording the incident and reissuing the badge; and increases costs to the local authority from subsequent misuse. Every misused badge has an impact on legitimate users.

As a result of all these issues, the Home Office discussed the level of theft, misuse and fraudulent use of blue badges in London with the Metropolitan Police and individual local authorities. The purpose of the discussions was to establish the extent of the problem and its impact on disabled people. The issue was subsequently raised at a Local Government Association meeting.

Initial research carried out by the Home Office confirmed that the problems arising from theft and misuse of blue badges was increasing. That work led to a number of design changes to the badge and the scheme, which enabled:

- the badges to be checked by a range of people including parking enforcers; and
- the serial number being displayed on the front of the badges to make identification of duplicate badges easier to spot.

In light of this, the Metropolitan Police has conducted a number of stop and check blue badge operations, all of which have proved to be highly successful and increased the trust and confidence of local disabled people.

The most recent one day event conducted by the Metropolitan Police resulted in the following findings:

- 12 badges being misused, all of which were seized and £60 fines issued;
- 1 fraudulent badge was found in use and seized; and
- 1 badge belonging to someone who had died 8 months earlier was being used; the matter is now being pursued through the courts.

The Home Office has since liaised with the Department for Transport who are now undertaking a public consultation on blue badges. As this also has an impact on transgender/transsexual identity issues, a:gender<sup>1</sup> met with the Department for Transport to advise on any possible gender identity impact.

### **Racial and religious hatred**

The Racial and Religious Hatred Act 2006 came into effect on 1 October 2007. This legislation created a new offence of incitement to religious hatred with the intention of closing the loophole whereby racial groups were afforded protection against incited hatred while religious groups did not. Under the old law, Jews and Sikhs had been afforded protection by the courts which deemed them to be a 'race' whereas Christians and Muslims had no such protection because they were considered to be a religious group. The 2006 Act now provides equal protection whether on grounds of racial or religious hatred.

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<sup>1</sup> a:gender is the Home Office funded, Civil Service-wide support network for staff who have changed or need to change permanently their perceived gender, or who identify as intersex.

The Government believes that freedom of speech is extremely important. However, freedom of expression should be exercised with respect for the feelings and beliefs of others. Freedom of speech is a right which is protected by the Human Rights Act 1998 and the Racial and Religious Hatred Act 2006 is entirely compatible with the 1998 Act.

There have been no proceedings to date brought under the Racial and Religious Hatred Act 2006. However, since the racial hatred offence was created in the Public Order Act 1986, as at October 2007 there have been 84 prosecutions of which there were:

- 60 convictions
- 7 acquittals
- 7 cases dropped by prosecution
- 10 other

The Racial and Religious Hatred Act 2006 creates offences in a new Part 3A of the Public Order Act 1986, of using threatening words or behaviour with the intention that religious hatred will be stirred up. The offence can be committed:

- in speech or by the display of threatening material (s.29B(1));
- by publishing or distributing such material (s.29C);
- in the public performance of a play (s.29D);
- by distributing showing or playing a recording (s.29E);
- by broadcasting material (s.29F); or
- by possessing material with a view to doing these things, with intent that religious hatred be stirred up.

This provision is intended to protect people's freedom to practice their religion without fear, not to restrict it. Those who convert from one religion, belief or opinion to another, (known as Proselytism) is recognised as an integral activity for many faith communities. The new provision would make it an offence to incite hatred, not to practise one's religion or proselytise.

### **Cut crime, especially violent, drug and alcohol-related crime**

#### **Drug strategy**

The primary sources of measurement of trends and changes in the prevalence of self-reported drug use in the general population of adults and young people are:

- The British Crime Survey (BCS: population aged 16-59);
- The Offending, Crime and Justice Survey (OCJS: those aged 10-25); and
- The Smoking, Drinking and Drug use survey of young people of school age (those aged 11-15).

In addition to these prevalence measures, national estimates are produced for the numbers of problematic drug users (those using opiate and/or crack cocaine) as these groups are relatively small in number, hard to reach and thus can be missed by household surveys such as the BCS.

The 2006/07 British Crime Survey for drug use in 16-59 year olds shows that the overall drug use is down 12.1% to 10% since the previous drug strategy commenced in 1998. This is the lowest reported level of illicit drug use since the British Crime Survey started measuring in 1996.

Those who use drugs are more likely to commit offences than those who do not, consequently, higher rates of drug use tend to be found amongst those within the criminal justice system.

The Arrestee Survey (2003-2006) had shown that the most commonly reported drug was cannabis (46%), but 26% had taken either heroin or crack cocaine. The survey also highlighted the link between alcohol and drug use, particularly cocaine.

While we have a well-developed evidence base in respect of the prevalence and pattern of drug use, work to develop the evidence base in this area should focus on:

- the reasons for the changing patterns of drug use. For example, why less cannabis and more powder cocaine is reportedly being used; and
- the prevalence and pattern of problematic drug use by specific populations e.g. ethnic groups.

Our knowledge about what works in drug treatment is well established in relation to the general population, but future work needs to examine what works in treating young people and other factors which optimise treatment approaches.

We are developing a strategic research programme which over the next ten years will draw on enhanced partnership working between government, academia and wider international work. This should provide the opportunity to develop the evidence base in the ways necessary to support delivery of the new strategy.

### **The FRANK campaign**

The Government has funded several prevention programmes for young people through the Young People and Drugs Programme, in particular FRANK (the national drug awareness campaign).

Information on the delivery and activities of such prevention programmes has shown us that FRANK is a well-regarded and well-used campaign.

The FRANK campaign was launched in 2003. The aims of the FRANK campaign are to ensure that:

- young people understand the risks and dangers of drugs and their use;
- young people know where to go for advice or help;
- parents have the confidence and knowledge to talk to their children about drugs; and
- professionals who work with young people, especially vulnerable groups, are supported.

FRANK uses a variety of channels to achieve these aims including advertising, PR, resources and local campaigns and of course the helpline and website ([www.talktofrank.com](http://www.talktofrank.com)). A case study example is highlighted below.

#### **Case Study**



Positive Futures is a national social inclusion programme using sport and leisure activities to engage with disadvantaged and socially marginalised young people.

The aim of the programme is: To have a positive influence on young people's lives by widening horizons and providing access to new opportunities within a culturally familiar environment.

## Case Study (continued)

### Stakeholder activity in the region – East of England

In April 2005, Positive Futures launched the Teenage Kicks football project at Gainsborough Sports Centre. Young people aged 12-19 were invited to play football for free. Qualified football coaches were there every week to deliver coaching as well as organising matches and tournaments. The project ran until November 2005 and was so successful that it was repeated again in April 2006.

The sessions attracted around 55 young people each week, of whom approximately 85% came from areas identified (south-eastern wards of Ipswich) as having experienced high levels of anti-social behaviour. The project aims were to give them something sociable, fun and healthy to do in the evenings. The project was financed by the South-East Ipswich Area Forum and the local councillors. The GO-East Drugs Team supported the project with a large amount of FRANK media (e.g. T-shirts, gloves, water bottles, etc). They also provided all the footballs for the project. Further equipment was supplied by the Barclays Spaces for Sport Programme which provided clothing and coaching equipment.

The Positive Futures Team worked closely with the Police, who believe the project has had a considerable positive impact on the more difficult areas of the local estates. Before the project, young people were noticeably very territorial and would not use facilities in adjacent wards, preferring to hang around local 'hotspots'. Teenage Kicks has helped to overcome this and local residents and shopkeepers have commented to the Police – who agree, based on their own observations – that anti-social behaviour has been considerably reduced since the sessions began.

## Home Office 10 year drug strategy

The new 10-year drug strategy and supporting 3-Year Action Plan was launched on 27 February 2008. The focus of the new drug strategy is to:

- protect communities through robust engagement to tackle drug supply, drug-related crime and anti-social behaviour;
- prevent harm to children, young people and families affected by drug misuse;
- deliver new approaches to drug treatment and social re-integration; and
- provide public information campaigns, communications and community engagement.

The Home Office worked with Ipsos MORI to ensure that communities had opportunities to inform the development of the strategy. For example:

- over 1,000 written responses were received in response to the consultation;
- face-to-face/in-depth telephone interviews were conducted with 19 key stakeholders and leading opinion formers;
- service users and ex-users were consulted via group discussion sessions, paired in-depth interviews or one-to-one qualitative interviews; and
- local community groups and members of the public living in and around areas where drugs are having an impact were also consulted.

Ipsos MORI researchers also conducted in-street "vox-pop" interviews with a cross-section of the population. Research with the wider partners, stakeholder audience, current and ex-user groups, and the general public and community groups was centred around four regional areas: London, Bristol, Birmingham and Leeds comprising a variety of focus groups, in-depth interviews and workshops. A representative

sample of 2,044 members of the general public also took part in face-to-face interviews. Informal strategic workshops and an equality and diversity workshop was also held. A further consultation event was held on 29 November 2007 to allow leading stakeholders and delivery partners the opportunity to comment on emerging strategy proposals.

## Protect the public from terrorism

### Home Office Strategy for counter-terrorism – CONTEST

In May 2007 the Home Office took on the lead for developing and co-ordinating the delivery of the Government's strategy for counter-terrorism, CONTEST, through a newly established Office for Security and Counter-Terrorism (OSCT).

CONTEST seeks to tackle the activities of violent extremists claiming to operate in accordance with Islam. Performance will be monitored by the first ever dedicated Public Service Agreement (PSA) on counter terrorism (Reduce the risk to the UK and its interests overseas from international terrorism.) The police's contribution to this PSA will be measured through APACS (Assessment of Policing and Community Safety) performance framework. Where this is in partnership with local authorities, these measures are mirrored in the national indicators which may be selected by local authorities for inclusion in their Local Area Agreements. The outcome of the public consultation about the forthcoming CT legislation has been considered carefully for the forthcoming counter terrorism bill.

### Prevent

The Prevent strand of CONTEST is a key priority. We are putting a new focus on preventing radicalisation and disrupting the recruitment activities of extremists. This is a multi-agency partnership project that brings together the police, local authorities, community organisations and

statutory partners. It is aimed at deploying a range of interventions to reduce and manage the risk of individuals becoming violent extremists.

As part of this work, the Office of Security and Counter Terrorism (OSCT) works to expose the weaknesses of the messages put out by violent extremists and to strengthen the Government's communication with communities and organisations who are our key partners in tackling terrorism. This includes supporting community activities that seek to counteract negative stereotyping of different groups.

OSCT works with Higher Education Establishments and Prisons to support the vulnerable. OSCT's research with Muslim focus groups has led to a change in the language used when talking about violent extremism.

### Pursue

Five months' consultation with organisations and members of the public preceded the new counter terrorism legislation. On 25 July 2007 two consultation documents were published:

- possible measures for inclusion in a future counter terrorism bill; and
- options for pre-charge detention in terrorist cases.

Consultation finished at the end of October 2007. Over 100 organisations including faith organisations, Police Associations, support groups for victims, human rights organisations, the Equality and Human Rights Commission care and rehabilitation of offenders, legal and judiciary organisations, and the Government Offices.

These organisations were informed of the consultation exercise and invited to regional seminars.

A separate email address was published for members of the public to make contact. Five Regional Seminars were held, in Birmingham, Manchester, Leeds, Belfast and Edinburgh, in addition to a seminar in London. The final results were published on 6 December 2007 in a document entitled "Summary of Responses to the CT Bill Consultation" (Command Paper 7269), available on [www.security.homeoffice.gov.uk](http://www.security.homeoffice.gov.uk) and published by HMSO. 71 responses were received.

Other meetings included a Question Time event attended by the Rt Hon Tony McNulty MP, hosted by Muslim News. Meetings were held with community members in West Ham, London with Lynn Brown MP, and also with Human Rights Watch, Liberty, Justice, Amnesty International, the Information Commissioner's Office, the Muslim Safety Forum and representatives of the judiciary. An organisation, Muslim Voice UK - whose aim is to research Muslim opinions, making the results available to policy makers - consulted Muslims from around the UK asking for their views on the proposed measures contained within the consultation documents.

Overall the consultation has been very well received. Through the consultation exercise we have been able to engage with local groups and communities who have brought in views from a wide range of sources.

## **Secure our borders and control migration for the benefit of our country and safeguard people's identity and the privileges of citizenship**

### **Identity Cards**

In December 2006, the UK Border Agency<sup>3</sup> introduced its Borders, Immigration and Identity Action Plan. This set out how the Department planned to use identity technology to screen and manage foreign nationals who would like to come to and stay in the UK. It set out a new architecture for border security combining:

- fingerprint visas and passenger screening before authorising travel to the UK;
- tougher checks at the UK border; and
- compulsory identity cards for foreign nationals staying in the UK, in time enabling secure identity checks to be carried out by a range of public agencies and employers.

The UK Borders Act 2007 provides the authority for the Government to begin issuing identity cards to foreign nationals. Over time this will replace the paper documents currently issued to foreign nationals for identity purposes.

Identity cards will benefit those foreign nationals here in the UK legally who need to produce evidence of their identity and entitlement to private and public sector services. The card will provide reassurance and identity protection to those individuals living here legally who contribute to the prosperity of the UK, whilst helping to prevent the abuse of those privileges. Likewise, we will continue to welcome newcomers who come to the UK to work hard and enrich our country both culturally and economically.

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<sup>3</sup> Formerly known as Border and Immigration Agency.

The UK Border Agency programme for identity cards for foreign nationals will commence later this year. A pilot will be run to pressure-test the technology and cards will be issued towards the end of the year. Within three years all new applicants will be covered: those coming in on visas and those extending their stay. We will also build directly on the successful roll out of biometric visas overseas.

Furthermore, the Home Office launched the National Identity Scheme Strategic Action Plan during December 2006. This contains details of the Identity and Passport Service's plans for the wider roll out of identity cards. One of the proposals is to introduce cards during the second half of 2009 to British and foreign nationals (including European Economic Area citizens) working in sensitive roles or locations, starting with airport workers.

Public consultation on the introduction of compulsory identity cards for foreign nationals ended on 4 May 2008. The British Social Attitudes Report, published in January 2007, demonstrated that 71% of people thought that having compulsory identity cards for all adults is "a price worth paying" to help tackle the threat of terrorism.

For further information please refer to the UK Border Agency report at the following web link: <http://www.ukba.homeoffice.gov.uk/aboutus/workingforus/equalityanddiversity>

### **Identity and Passport Service Charter Mark**

The Charter Mark scheme is a tool designed to help organisations focus on, and improve, their customer service and delivery to users. The six criteria shown below make up the Charter Mark standard:

- criterion 1: Set standards and perform well;
- criterion 2: Actively engage with your customers, partners and staff;
- criterion 3: Be fair and accessible to everyone and promote choice;
- criterion 4: Continuously develop and improve;
- criterion 5: Use your resources effectively and imaginatively; and
- criterion 6: Contribute to improving opportunities and quality of life in the communities you serve.

IPS was recently visited by the Lead Charter Mark Assessor for the new standards and overall has been judged as already meeting the new standard. An example of its commitment to customer service is outlined below.

### **Case Study**

#### **IPS Interview Office Network**

As part of the development of the IPS Interview Office Network policies and procedures, IPS commissioned extensive research to capture customer experiences. This customer experience testing took place between November 2006 and April 2007 with 45 volunteers who had particular requirements, including limited mobility, hearing impairment, speech impairment, dyslexia, visual impairment, British Sign Language users and learning difficulties. Volunteers reported high levels of overall satisfaction. However, a working group is considering how to address issues relating to the letters and leaflets, need for staff training on disability awareness, concerns and interpreter arrangements.

## Communication

### Plain English

Plain English is about writing in everyday language that everyone can understand. Government has in the past been accused of hiding its messages under layers of jargon, policy terminology and management speak. A reluctance to admit ownership (and therefore responsibility), often leads to the overuse of passive sentences, convoluted descriptions and redundant language. This can decrease the clarity of our communications and may even lower public confidence in our abilities.

The Plain English Crystal Mark, awarded by the Plain English campaign, is a widely recognised symbol guaranteeing that content is written as clearly as possible. The campaign claims to have saved the British government an estimated £500 million in the last twenty years.

Four Home Office websites: Crime Reduction Tackling Drugs; Changing Lives and the main Home Office site have been awarded the Crystal Mark. In achieving the Crystal Mark, our websites demonstrated:

- everyday language;
- short sentences;
- short paragraphs;
- active verbs; and
- 'you' and 'we' (rather than 'it was decided that...')

We are proud to be able to offer the public and our stakeholders clear and readable information on our websites.

### RNIB 'Seeing things right with UseAbility' Accreditation

The Home Office has a responsibility to produce accessible websites, so that all members of society can access the information they need. It is not only our responsibility, it is also the law. We have a legal duty to make information accessible to everyone, including people with sight, hearing and mobility impairments.

This year, the Royal National Institute of Blind People (RNIB), along with AbilityNet, presented nine of our websites with their prestigious 'See it Right with UseAbility' accreditation. This means that not only are our websites accessible, they also underwent usability testing by a panel of web users with disabilities. We are the only family of government websites to hold this joint accreditation.

### How did we get the logo?

The RNIB audit our websites on a quarterly basis to assess whether we are:

- providing a text equivalent for every non-text element (e.g. ensuring images have alt tags);
- using text links that describe the document they are linking to (rather than saying 'click here');
- ensuring background and foreground colour have sufficient contrast;
- making sure information is still readable if the user changes the font size; and
- using headings appropriately to convey the structure of the page.

We continue to work on improving our sites so that we retain this logo.



## Involving our staff

Our staff can get involved in shaping the Home Office to achieve its aim by providing feedback to the Permanent Secretary on his 'blog', via the staff survey, through the team briefs held within their own business units, and give their views through one of the staff networks (HODs, The Network, Spectrum, a:gender, Home Office Women (HOW), Home Office Islamic Network and Home Office Christians). Our trade unions also provide valuable feedback on issues that staff have raised and have been supportive in raising awareness of equality and diversity issues across the Home Office.

## Staff Support Networks

### Home Office Disability Support Network (HODS)

The Home Office Disability Support Network (HODS) was formally launched in 2002, to provide help and support for disabled staff and to act as a forum for the exchange of ideas and information. In 2007, HODS held its fifth AGM based around the theme of inclusiveness with the title of "Inclusivity – Do the pieces fit?"

Aims of HODS:

- to provide a support mechanism for staff with disabilities and a forum for the exchange of ideas and information;
- raise awareness of the needs and potential of staff with disabilities;
- have an input into management policy and improve practices; and
- improve working conditions and opportunities for staff with disabilities.

HODS has a number of buddy networks to support staff. Among these are networks for autism, deaf/hearing impairments, visual impairments, limited mobility and/or dexterity and mental health.

HODS have been asked to attend and speak at conferences with senior managers and business areas across the Home Office and its Agencies. They have worked in close co-operation with colleagues in the Northern Ireland Office and the Highways Agency by giving presentations to advise on how to set up and sustain a successful support network.

### THE NETWORK

THE NETWORK was launched on 24 November 1999 to provide support to staff and is committed to promoting Race Equality within the Home Office and its Agencies.

THE NETWORK ensures that staff have the opportunity to fulfil their potential and supports a working environment where diversity is recognised, valued and celebrated. Its key aims and objectives are to:

- be instrumental in ensuring equality of opportunity for all minority ethnic staff;
- foster better relations between management and staff;
- assist the development of new and existing policies, where necessary, with regards to minority ethnic staff; and
- provide a support network and work closely with other networks and associations.

THE NETWORK was short-listed for a group award at The GG2 Asian Leadership and Diversity Awards in 2004 and the Race for Opportunity Leadership Awards in 2007. THE NETWORK has also highlighted, promoted and planned significant diversity/cultural and religious events e.g. Black History Month, Black and Minority Ethnic contributions to the World Wars, the bi-centenary of the abolition of the slave trade, Remembrance Day, Diwali, Islam, Christianity and Chinese New Year celebrations.

THE NETWORK has forged close links with networks from public, private and voluntary sectors. They are founding members of the Civil Service Race Equality Network, have hosted meetings with undergraduates on the summer placement scheme and supported work experience schemes with students.

### Spectrum

Spectrum is the Home Office network representing Lesbian, Gay, Bisexual and Transsexual/Transgender (LGBT) staff and was launched by the Home Secretary in September 2003. The aims of Spectrum are to:

- provide a safe environment for LGBT staff to meet each other, offer mutual support, socialise and network;
- raise awareness in the Home Office among staff and management of issues affecting LGBT staff— including providing advice and resources;
- provide peer support in a confidential environment to staff who feel discriminated against, harassed or bullied on the basis of their sexuality or gender identity;
- act as a watchdog on Home Office employer diversity statements and policy in relation to LGBT issues, and to raise LGBT concerns with senior management;
- act as a sounding board for proposals from senior management and in relation to the development of policy;
- provide a forum for non-LGBT staff to meet with LGBT staff and discuss LGBT issues, with the aim of promoting understanding and diversity; and
- be fully inclusive of all LGBT diversity and to promote the benefits of a diverse workforce which includes LGBT staff.

### a: gender

As an equal opportunities employer, the Home Office is committed to delivery of a working environment free from prejudice and unlawful discrimination, and that, of course, includes on the grounds of gender reassignment. As well as the protection provided by the Sex discrimination Act (Gender Reassignment) Regulations 1999, the Gender Equality Duty introduced in April 2007, now requires public authorities to ensure adequate protection for transsexual people from unlawful discrimination.

The Home Office provides financial support for a:gender, which is a Civil Service wide support network for staff in government departments and agencies who have changed or need to change permanently their perceived gender (transsexual/transgender or who identify as intersex).

a:gender was formed in 2003 to address this problem within the Civil Service and focuses totally on gender identity issues affecting those who have changed or need to change permanently their perceived gender (transsexual/transgender), or who identify as intersex. It was founded and is run by staff themselves and though essentially a support network, a:gender rapidly became established as an expert source of HR and service user policy and guidance – this being recognised with the ‘Inspiration (Breaking Through Barriers & Changing Perception) Civil Service Diversity & Equality Award.

a:gender has significantly raised the profile of these issues across Whitehall and beyond, and spear-heads better employee and customer policy where there is gender identity impact. a:gender has also worked with external stakeholders (including Equality & Human Rights Commission) on issues, including legislation. Underpinning this work is direct support provided

to individual staff members, and education measures ranging from:

- one to one meeting with department heads;
- workshops and seminars;
- conference style events;
- guidance documents, including 'The Workplace & Gender Reassignment: A Home Office Guide for Staff and Managers'.

For staff that have changed or need to change permanently their perceived gender, the collection of personal data presents particular challenges given the need for the utmost level of confidentiality and respecting those individuals' privacy.

In their 2006 document, '*Capturing Accurate Returns on Gender Identity in Equal Opportunity Monitoring and Staff Surveys*', a:gender identified many of the issues relevant to monitoring in the field of gender identity. In taking this work forward a:gender initially conducted a survey of its membership across the Civil Service in an attempt to provide an empirical account of attitudes and perceptions towards employment monitoring of gender identity. The full survey findings are set out in the 2007 a:gender publication '*Gender Identity and Employment Monitoring: A Transsexual/Transgender/Intersex Perspective*'.

Further to a meeting in March 2007 convened by a:gender (which included representatives from various Government departments, the Equal Opportunities Commission and Press for Change), a:gender published '*Gender Identity and Employment Monitoring: Best Practice Recommendations*' which contained comprehensive guidance on data collection. The Equal Opportunities Commission cited the good working relationship between a:gender and the Home Office in their guidance 'Meeting the Gender Equality Duty for Transsexual Staff'.

## Case Study: a:gender

### Case Study: IPS working with a:gender

IPS has introduced an interview process to enhance its identity verification activities. This involved successfully opening 69 interview offices, requiring appropriate staff resourcing, training

And service delivery design. IPS established a Customer Confidence Forum, having strategic oversight of the customer experience. In

particular, due regard was given to assess the potential impact of IPS policies, processes and procedures at the design stages of the new interview process. To support this work, they established an Equality Impact Assessment Panel. The panel consisted of key equality stakeholders, including a:gender. Every new policy relating to the interview process was assessed by the Panel members whose objective was to offer appropriate feedback and guidance.

a:gender provided insights and assistance to ensure that IPS were able to develop interview and identity verification services in ways that do not discriminate against customers on grounds of gender identity, as well as deliver services fairly and respectfully to transgender/transsexual customers. Particular attention was focused on how IPS developed a process which maintained the integrity of their security procedures, whilst ensuring sensitivity, privacy and protection from disclosure afforded by both legislation and Home Office best practice guidance.

Careful consultation with a:gender identified key areas of potential inequality and by assisting in identifying important stakeholders, IPS was able to advance its policy development work in this area.

## Home Office Women

Home Office Women is a support network for women which was launched on 28th September 2005 by the Permanent Secretary. The aims of the network are:

- growing women's potential;
- developing women's careers;
- helping women's voices be heard in the Home Office group; and
- recognising women's achievements.

... whilst recognising:

- the needs of those with caring responsibilities;
- the need for a work-life balance; and
- the needs of other and emerging diversity themes (age, race, faith, etc) working closely with other networks.

The Home Office also encourages the establishment of informal networks where staff are able to share their experiences of working within the Department and support each other.

## Supporting our staff

### Reasonable Adjustments

The Home Office is committed to ensuring that disabled staff are provided with reasonable adjustments to enable them to give their best in the office. The Strategic Diversity Action Team has met with representatives from the Shaw Trust and issued a commissioning note to a number of organisations including police forces, other Government Departments, RADAR, etc in order to establish how they implement reasonable adjustments. The review has also been discussed with the Home Office Disability Support (HODS) network to seek their views.

When the review has been completed, it is intended for a more 'joined up' approach to the processes involved and for an easy to follow flowchart to be produced for all our staff. SDAT has also established a Reasonable Adjustments Working Group consisting of Strategic Diversity Action Team, Human Resources (HR), Information Technology (IT) colleagues and our Buildings Estate Team. Initially, the working group are involved with the reasonable adjustments review work, but it is intended that the working group will meet regularly and for their work to evolve over time.

### Case Study: Reasonable Adjustments

The Strategic Diversity Action Team, along with HODS, held a disability-related event on reasonable adjustments which was well received by the staff attending. The Strategic Diversity Action Team also held an event for HR, IT and Buildings Estates Team colleagues on reasonable adjustments and the Access to Work Scheme. Speakers from Jobcentre Plus and Minty & Friend also attended.

## Awareness Raising Events

The Home Office actively encourages its staff to attend events throughout the year. We held a rolling programme of mandatory diversity awareness training for all of our staff. Over 14,000 staff have received training.

## Discrimination Law training for our HR staff

Human Resources staff routinely attend a wide range of Discrimination Law and other courses particular to their work subject area. For example, recruitment or disability-related topics. Our Legal Advisers Branch have recently set up a programme of legal awareness courses for all staff, particularly policy makers; topics have included discrimination law and employment law.

## HODS events

HODS have actively raised the awareness of mental health issues throughout the Home Office and its Agencies, holding meetings on the subject in various locations all over the country. They held a joint conference with the Ministry of Justice on mental health issues, to raise awareness and dispel some of the myths and stigmas surrounding the condition. HODS is also working to encourage a better understanding of the issues which affect people with mental health problems. HODS is also working with management to try and dispel some of the issues and concerns around disclosure of a disability generally.

HODS have also held meetings on disabilities including Autism Spectrum Disorders (ASD), respiratory conditions, progressive conditions such as multiple sclerosis, Parkinson's disease and muscular dystrophy.

## NETWORK events

THE NETWORK have hosted a number of events to raise awareness about race issues as well as celebrate religious events.

An Islam awareness event was held in Sheffield in September 2007. Speakers included: Moira Wallace, the Home Office Islamic Network and local mosque representative. In October 2007.

THE NETWORK hosted Black History Month on the bicentenary of the abolition of slave trade with speakers from Sheffield Hallam University, Anti-Slavery International and Set us all Free.

In November 2007 the Home Office jointly hosted an event with the Civil Service Race Equality Network (CSREN) to commemorate the bicentenary of the abolition of the slave trade. Speakers included the Reverend Jesse Jackson, Sir Gus O'Donnell and Home Office Minister, Vernon Coaker.

## a: gender events

a: gender periodically hosts full-day 'Open Events'. These events feature presentations, guest speakers and workshops designed to explore, question and inform. They afford staff of all grades, from all government departments and agencies, the opportunity to learn from and discuss the issues with trans colleagues themselves.

## International Women's Day

Home Office Women and THE NETWORK co-hosted an event on 5 March 2008 to celebrate International Women's Day and included the following guest speakers: Helen Kilpatrick, Gender Champion for the Home Office; Meg Hillier MP, Minister for Race and Equality Issues; and Cupcake Brown, author of 'A piece of cake'. A similar event was held at the UK Border Agency in Croydon.

## Building a diverse workforce

### Recruitment and Promotion

The Home Office introduced a new system of recruitment and selection in May 2007 which was designed to improve the match of successful candidates to vacancies. Vacancies are advertised as they arise and disabled candidates who meet the minimum criteria are invited to apply for a post under the 'Guaranteed Interview Scheme' (GIS). For appointment or promotion at HEO and Grade 7 level, all candidates who have been short-listed for a post are invited to sit a Core Skills Assessment (CSA), which assesses individuals against the department's core competency framework. The framework is, based on the principles of Professional Skills for Government. Those who are successful at the CSA are invited for interview at the Specific Skills Assessment, which tests candidates for the specific skills required for a particular job.

Disabled staff, along with Strategic Diversity Action Team and the Home Office Disability Network were involved in the consultation and engagement of the changes made to the Core Skills Assessment process to ensure that it addressed their needs.

Disabled candidates who require any reasonable adjustments at the CSA stage are asked to provide details, so that their requirements can be discussed and agreed in advance with a Home Office occupational psychologist. Any adjustments are then put in place before the candidate is assessed. No comparable data on the success rates for disabled candidates at the HEO or Grade 7 CSAs is yet available.

### Disability Symbol – Two Ticks

The Home Office promotes the 'two-tick' disability symbol on all of our job advertisements and actively applies the Guaranteed Interview Scheme for both external and internal vacancies. The Home Office has held this status for a number of years and was rated particularly well at our last application.

### Quote from Jobcentre Plus reviewer

"...it is the best symbol review I have received and considered over the last six years. It has been well thought through and confirms your current status of symbol holder. I am confident that you have and will continue to identify future actions to develop even further as a symbol user."

The Department has just submitted a renewal application and is currently awaiting the outcome of this.

### Positive Action

Leaders UnLtd is aimed at talented people from under-represented groups at Grades 6 and 7. Under this scheme, a member of the Senior Civil Service (SCS) mentors successful applicants. Mentor and mentee meet a number of times a year to discuss developmental issues.

We have developed a new positive action programme called Leaders of the Future as part of our commitment to the 3-Year Diversity Strategy and the Cabinet Office 10 Point Plan. The leadership programme is designed for women, minority ethnic, disabled and LGB colleagues and is aimed at the most talented staff at G6/7 level from the Home Office and its Agencies. The aim is to prepare participants and maximise their potential for entry into the SCS within 2-4 years. The programme has been centrally funded to enable 25 of the most talented staff to receive the benefit of such a programme.

The positive action programme Development Plus, aimed at under-represented staff at all grades, has been running since September 2005 and the last programme was held in March 2007. It is planned that the Leaders of the Future Programme will be developed for staff at Grades AA-SEO later in 2008.

### Threshold Programme

The Home Office has recently sponsored two members of the SCS to participate in the Threshold Programme for Leaders in April 2008. This is a career development programme for aspiring women leaders which is being hosted by the Department for International Development. The programme is a tailored group coaching programme for female Deputy Directors in the SCS (equivalent to SCS Payband 1/Grade 5) who have the aspiration and potential to progress to Director level and above. This programme has been designed to give participants the tools, understanding and confidence they need in order to move from where they are, to where they want to be.

### Leadership Development

**The Intensive Development and UK Border Agency New Leaders Programmes** are 3-year supported, self-development schemes for junior staff in grades AA–SEO and equivalent grades, with the exceptional potential required to reach senior management, or Grade 7 level, within 3–5 years. The annual selection process is designed to minimise adverse impact – nearly 30% of the cohort are from minority ethnic backgrounds.

### Fast Stream ‘In-Service’ competition

The Home Office runs a successful process to select nominees to go forward to the Fast Stream assessment centre run by the Civil Service Selection Board. We had good representation from disabled staff going forward to the assessment centre process.

Cabinet Office Summer Placement Scheme The Home Office continues to participate in the Fast Stream Summer Placement Schemes for minority ethnic and disabled graduates. The Home Office took the highest number of fast stream placements compared to any other government department.

<http://diversity.faststream.gov.uk/index.asp>

### Talent Management

Looking towards the Home Office of the future, one of the major challenges we are likely to face will be the need to build and strengthen our leadership capability. We need to develop a broader and deeper insight into our people if we are to make the most of their talents and in particular we need to identify and support our potential future leaders. In order to meet this challenge we decided to pilot a process in the UK Border Agency. A Grade 6 and 7 talent review was introduced to identify and provide enhanced development to those who have the strongest potential for the SCS.

The review also recognises that everybody has talent and the review will help managers to identify opportunities to realise this potential, whether that means developing within their existing role or preparing individuals for future roles at their current level and beyond. The review’s aims explicitly supports our commitment to the 3-Year Diversity Strategy, specifically the objective (Home Office Strategic Aim 2) that the “potential of under-represented groups is developed, in order to create a workforce which is representative at all levels” in the wider community. It is envisaged that the review will run annually, as an open process, with decisions based on evidence and defined, common understanding of what potential for SCS means.

## Redeployment

The Home Office, like many other government departments, has had to meet challenging targets to reduce the number of staff within the main headquarters. This is a highly sensitive area which impacts significantly on members of staff, both those who are directly affected by the restructuring, and the morale of staff more generally. As such, it is crucial that the process is fair to all members of staff, regardless of their background or personal attributes.

The Home Office Reduction and Restructuring Toolkit was developed in 2004 to manage the headcount reduction. A review of the toolkit was undertaken in September 2006 to ensure that it was fit for purpose and continued to support the Department meeting its aims, whilst treating staff fairly and in accordance with employment law.

To establish how well things were working, a consultation process was undertaken which involved a variety of individuals and groups. As part of this work, the project team:

- sought views from those directly affected by restructuring;
- held regular meetings with Trade Unions;
- engaged with the staff networks which represent race, disability, gender, gender identity through a series of meetings;
- drew upon best practice used in other government departments; and
- established a redeployment working group involving Human Resources and other practitioners involved in the redeployment process.

Data was collected about the effectiveness of the redeployment process from June 2006. This information was then analysed and used to inform changes to the toolkit.

The analysis showed that there was a disproportionate representation of minority ethnic staff in the redeployment network compared with the demographic, a slightly greater than proportionate number of staff with disabilities entering the network, and a disproportionate length of time for part-time and older workers to be posted from the redeployment network. The research also highlighted that minority ethnic staff left the redeployment network more quickly than any other staff group, and that many people felt disadvantaged at being in a redeployment network.

Having identified these issues, the toolkit was changed in order to address concerns and to try to mitigate their future occurrence. It was re-launched in March 2007. The revised toolkit includes diversity statements throughout the document, checklists to make it easier to use, standard assessment forms for recruiting line managers to complete to ensure that there is greater consistency based on competency. A Human Resources practitioner's guide was also developed to help those advising the business.

Most significantly, it now includes a mini Equality Impact Assessment (EIA) to be completed by Heads of Units at the point of making restructuring decisions, thus emphasising the importance of considering diversity and equality at every step. The EIAs ask three basic questions to help decision makers understand the impact of their decisions before they take them. Once completed, the forms are returned to a central e-mail address where they are viewed and monitored by Human Resource staff.

A number of mini EIA's have been received since the introduction of the new toolkit, including an EIA for the largest business area in the Home Office – Crime Reduction and Community Safety Group showing that future restructuring should not have a disproportionate impact. It also appears from the statistics that the disproportionate impact on minority ethnic staff is reducing.

The redeployment project team continue to monitor the diversity impact of restructuring and further work is currently underway looking specifically at diversity elements. This has included further meetings with the staff networks, focus groups with staff who have been in a redeployment network, and meetings with senior managers who have used the mini EIA process.

These outcomes are a testament to the work of the redeployment project team in raising the profile of diversity and equality in what remains a challenging and complex area.

“THE NETWORK has welcomed this toolkit, as it believes it will be a valuable tool for both managers and minority ethnic staff in ensuring that careers in the Home Office are not adversely affected by reductions in business units and seeking new postings through the redeployment network.”

## Home Office Equal Pay Audit

Each year the Home Office undertakes an analysis of the variance in pay between men and women. In accordance with guidance from the Equal Opportunities Commission (now Equality and Human Rights Commission) an explanation has been provided where the statistical analysis has revealed a difference of 5% or more.

### Scope of assessment

This analysis includes all staff who were subject to the 2007 Home Office pay settlement, including those who are being transferred to the Ministry of Justice.

### Overall trends since 2002

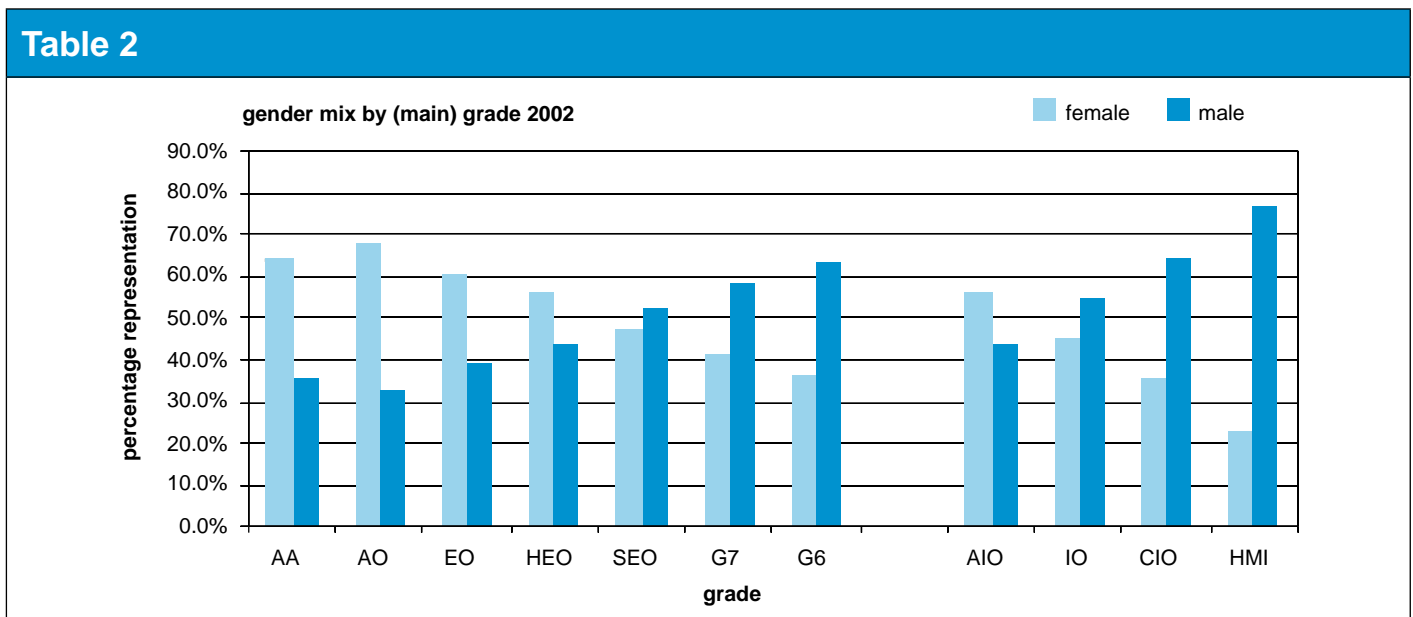
In 2002 the overall picture was a male lead of 15%, being 16.9% in the administrative grades and 8.7% in the Immigration Service grades. The variance was attributable to unbalanced representation of females across the grades rather than a heavy imbalance within each grade. Table 1 reports the grades where variance exceeds the 5% measure. All other grades were within the 5% tolerance.

**Table 1: 2002 variances greater than 5%**

Grade	Gender Numbers		Average Salary		Pay Lead	
	Female	Male	Female	Male	Female	Male
<b>G7 (National)</b>	26	55	£37,918.04	£40,744.93		7.46%
<b>G6 (London)</b>	65	106	£49,425.09	£51,907.74		5.02%
<b>Admin grades total</b>	<b>5,873</b>	<b>3,910</b>	<b>£18,088</b>	<b>£21,148</b>		<b>16.92%</b>
<b>IO (National)</b>	498	706	£19,594.35	£20,823.65		6.27%
<b>HMI (Lon &amp; Gat)</b>	22	68	£29,836.95	£31,918.37		6.98%
<b>HMI (National)</b>	5	22	£29,521.60	£31,812.82		7.76%
<b>IS totals</b>	<b>1,821</b>	<b>2,279</b>	<b>£19,628</b>	<b>£21,336</b>		<b>8.70%</b>
<b>All main grades total</b>	<b>7,694</b>	<b>6,189</b>	<b>£18,452</b>	<b>£21,217</b>		<b>14.98%</b>

Table 2 shows that in 2002, women were more populously represented in junior grades. In the Immigration Service grades, only in the Assistant Immigration Officer grade were there more women than men. 38% of men were graded HEO or above, whilst only 25% of women were in those same grades. The problem therefore appears to have been the distribution of men and women to the grade, rather than the basic pay structure.

**Table 2**



**Improvements made since 2002**

Following the 2002 audit a reward strategy was adopted that focused on narrowing salary scales in order to reduce the differences in pay within each grade.

The reviews undertaken in 2005 and 2007 have shown an improving picture. By 2005 the overall variance in the administrative grades had fallen from 16.9% to 11%, and had fallen again by 2007 to 8.66%. In 2005 only in Grade 7 nationally did average male earnings exceed average female earnings by more than 5% (5.45%).

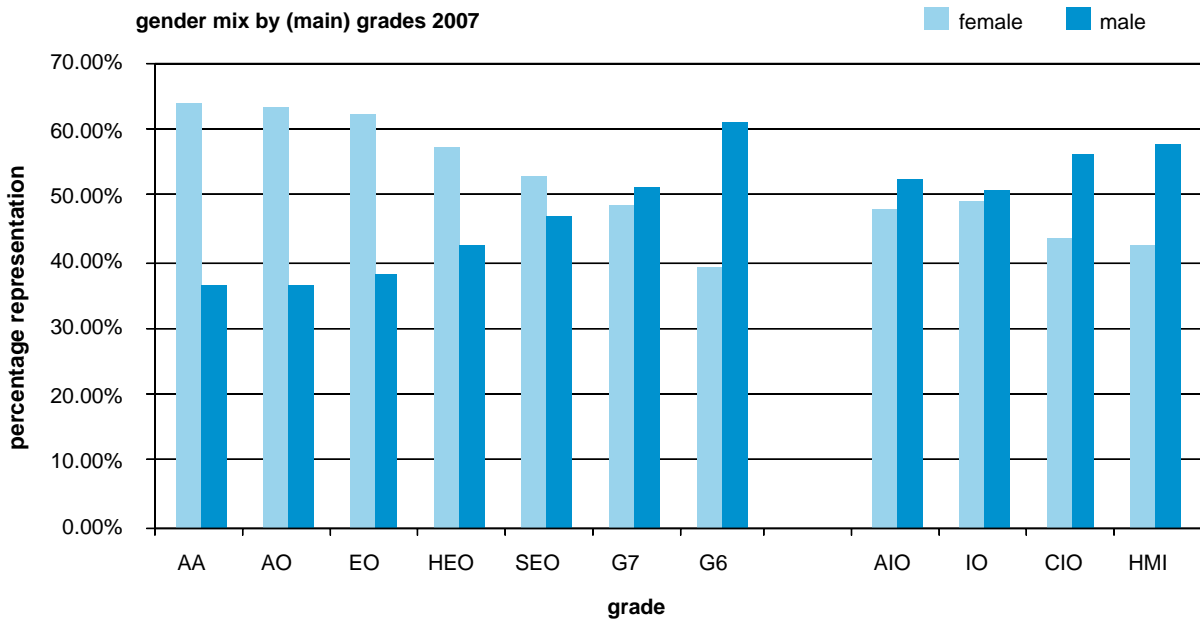
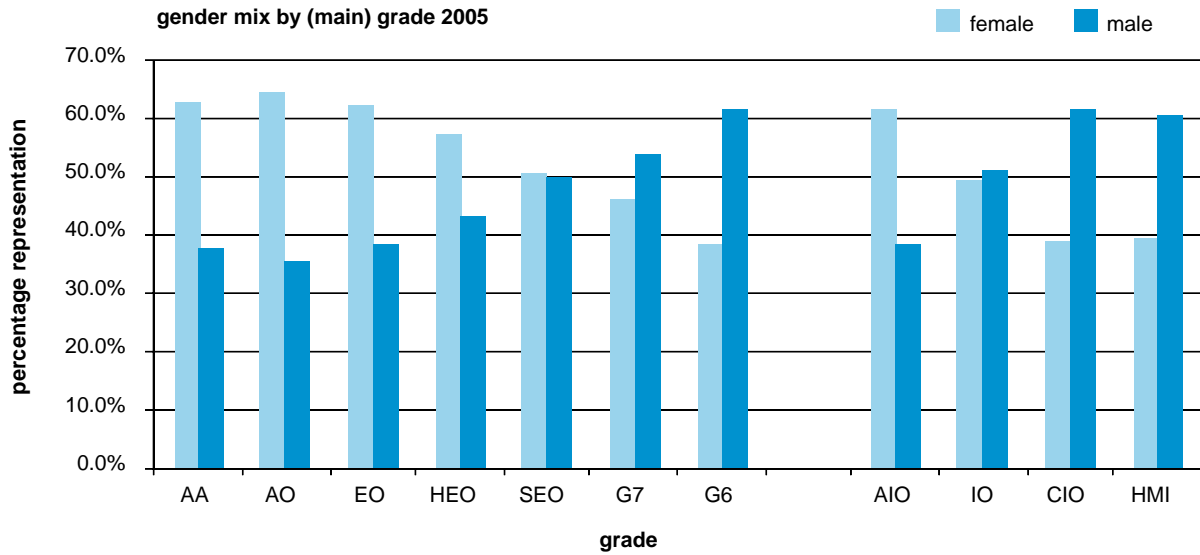
By 2007 the only variances in excess of the 5% tolerance were in respect of EO Gatwick and HMI Gatwick grades. In both cases there are very few individuals in each grade (6 and 14 staff

respectively) and thus no meaningful conclusions can be drawn.

Tables 3 and 4 illustrate the improved mix between men and women by grade, particularly in the Immigration Service grades which has helped to deliver the reduced variance between men and women.

There has also been improvement in the representation of women in more senior administrative grades. In 2002 women were clearly outnumbered by men in G7 grades (41.5% to 58.5%), and were marginally outnumbered in SEO grades (52.4% to 47.6%). Women are now marginally ahead in SEO grade (53.2%) and have increased to 48.5% of G7 grades.

**Tables 3 and 4: 2005 and 2007**



A “what if” analysis on the 2002 data is interesting. If men and women are assumed to have each had the same average earnings by grade, but the representation of genders in each grade is left unchanged, the all-grade differential between men and women would have fallen from 17% to 13%. (This equates to continuing the current policy of narrowing band widths until they a spot rate).

On the other hand, if the average earnings by gender by grade are left unchanged, but it is assumed that men and women are equally represented in each grade, the overall all grades differential between men and women falls to 2%.

Thus it is UKBA’s success in achieving much improved representation by grade in the Immigration Services that has had the main impact in improving the overall differential between men and women.

## Conclusion

Since 2002 the equal pay picture has significantly improved. Further work is needed to reduce the differential of earnings at G7 grade, and to reduce the exposure to potential variances at G6 grade.

There is more improvement needed to reach a genuine position of evidenced equality with females and males overall (ie not grade by grade) having very similar average earnings. In 2002 the differential was 17% reducing to 11% in 2005 and 8.6% in 2007. Furthermore, the Home Office is working towards achieving a more balanced representation of each gender in each grade.

## Equality Impact Assessments

In delivering our services to our diverse society, we take care to assess the impact of our policies on race, religion and belief, non belief, gender, gender identity, disability, sexual orientation and age equality.

### What is an Equality Impact Assessment?

An Equality Impact Assessment (EIA) is a legislative requirement that supports the delivery of the Home Office aims and values. EIA is a systematic and evidence based consideration of how a policy will impact upon different communities.

Forecasting the costs and benefits of a policy proposal is an essential aspect of any policy and programme development process. To develop a successful policy the EIA must be incorporated into the earliest stages of programme/policy development e.g. when you are beginning to formulate possible options. In this way likely positive impacts can be anticipated and strengthened; while potential adverse impacts can be eliminated or mitigated.

There is a legal obligation to equality assess for race, disability and gender impact. However, the Home Office has adopted a best practice approach to policy making by ensuring colleagues consider the impact of policies on all equality strands e.g. gender identity; religion, belief and non belief; sexual orientation; and age.

## Why do EIAs?

Completing an EIA is part of good policy development. It involves predicting and assessing what the implications of a policy, function or strategy will be on a wide range of people with different and varied life circumstances. Benefits include:

- being able to reality check policies and services with staff and communities affected by them;
- increasing the skills and effectiveness of policy leads and operational managers through planning and developing their services;
- having effective data will enable the organisation more effectively to defend cases eg, grievances, disciplinary proceedings; and
- policies will be more responsive to the needs of diverse communities.

## Who is responsible for EIAs?

All those involved in the formation, delivery and monitoring of policies should be involved in the EIA process and work towards meeting the equality and diversity aims of the Home Office. Carrying out EIAs may require co-operative working between senior managers, team leaders, colleagues in HR or partner organisations. EIAs should not be seen as the sole responsibility of equality and diversity specialists although they will be able to offer advice and guidance to those responsible.

## Our approach so far

A 2005 EHRC report commented on the need to increase the quality and quantity of EIAs conducted by Whitehall departments.

Since then the Home Office has rolled out a two day workshop, and produced guidance and templates on the EIA process. The Permanent Secretary has also agreed that all EIAs must be signed off by a head of unit or other SCS colleague.

To date 555 staff have received EIA training.

A minimum standards approach has been developed using a RAG rating system set against six categories: scope, adverse impact, consultation, monitoring, publication and governance.

The minimum standards approach has been fed into our training/support tools and enables policy makers to:

- understand whether EIAs comply with legislation and good practice, and
- for SCS colleagues to know whether EIAs should be approved and as a means for the Strategic Diversity Action Team (SDAT) to monitor levels of EIA compliance.

A copy of the minimum standards is at Annex A.

## Monitoring and Evaluation of our staff

### Employment Monitoring Report

Each year, the Home Office and its Agencies produce their respective Annual Employment Monitoring Reports (EMRs), which enables them to examine whether employment and internal processes are providing equality of opportunity. The EMRs provides a benchmark against the success of our 3-Year diversity strategy can be measured as well as providing the impetus for much of that work. In line with the statutory employment duties the Home Office has produced a separate employment monitoring report which was published on 20 February 2008. Further details can be found at the following link:

<http://www.homeoffice.gov.uk/about-us/publications/staff-equality-targets/>

EMRs set out the results of employment monitoring for the Home Office and its Agencies for the period 1 April to 31 March each year. EMRs fulfil the requirements of the Race Relations Act 1947 (as amended) on employment monitoring and also include data on gender, disability, age, sexual orientation and religion. EMRs provide statistics on staff in post, recruitment, progression, grievance procedures, disciplinary procedures, staff performance, training and retention. The Department's Strategic Diversity Action Team also works with a gender in respect of monitoring.

Various options for data gathering methodology and suitability for gender identity are being considered. It is recognised that monitoring should not necessarily be the result of a 'one size fits all' approach. It is proposed that impact assessment of policies and procedures should be reliant on both quantitative and qualitative monitoring methods. This methodology is recognised as critical to a solution in the field of gender identity and monitoring.

The monitoring information collected for EMRs is used to identify gaps where improvement is needed to meet Cabinet Office, Home Office and its Agencies representation targets and, more importantly, EMRs identify any patterns that may suggest unequal treatment in employment practices.

### Case Study: Home Office

The most recent Home Office EMR provided for the 2006/07 period shows that overall, minority ethnic representation is good across the Home Office. However, minority ethnic staff are not spread evenly across the grades. For example, 62% of minority ethnic staff work in the junior grades (AA to EO) compared to 32% of white staff.

The targets for Home Office staff based in London and Croydon are that 8% of SCS and 10% of feeder grades to SCS should be minority ethnic. However, as at March 2007, 3.4% of SCS were recorded as minority ethnic, which represented a decrease from 4% in 2006. Furthermore, 6% of staff in the feeder grades to SCS are from minority ethnic backgrounds, which is a fall from 7.5% in 2006.

There are currently a number of initiatives being driven forward to achieve a more diverse workforce at the Home Office, e.g. Leaders of the Future. These initiatives are closely monitored through the Diversity Strategy Programme Board, which is chaired by the Home Office Director General, Financial and Commercial Group. Senior management from across the Home Office and its Agencies also sit on the Board who meet quarterly.

## Measuring Progress and Benchmarking

### Disability Standard

In April 2007 we took part in the Disability Standard benchmarking survey run by the Employers Forum on Disability. In all, 19 central government departments took part in the survey. These included the Department for Work and Pensions, Cabinet Office, HM Treasury and the Department for Communities and Local Government. The Home Office ranked 11th against these other departments and came 61st out of 116 other public sector organisations, which included some police forces.

We scored exceptionally well in the “Motivate” section (75%) which covered questions about the Home Office as an organisation, and our staff.

Across the survey the Home Office scored highest on the “Employee” theme. These results show that most progress was achieved in taking action to ensure that the department has the elements in place to motivate our organisation so that we are prepared for, and committed to, making progress on disability equality.

These results show that most progress has been achieved through putting in place policies and procedures that will lead to disability equality for our staff. The diagnostic report showed that our strengths lie in:

- resources;
- consultation; and,
- accessible built environment for our employees and customers.

We scored slightly lower than average in the “Act” section (62%). This section included questions around taking action in order to develop and value diversity. We scored lowest in the “Impact”

section (34%). Questions in this section were based around assessing the impact of diversity action and learning from this assessment in order to re-motivate the organisation and to establish future goals.

### Race for Opportunity

The Home Office is a member of Race for Opportunity (RfO) which is a network of private and public sector organisations working across the UK to promote the business case for race and diversity. The RfO offers specialist support and advice to British businesses and rates how ethnic minorities are treated in their companies as employees and customers. The RfO continually challenges organisations to underpin strategies and concrete actions which will create a positive impact on business performance, reflecting the multicultural contributions to UK commerce. Furthermore, the RfO’s benchmarking system allows organisations to evaluate a number of race-related issues, e.g. how well they understand the values and needs of ethnic minority customers and stakeholders; how well race is integrated into the business’s key performance indicators; and how many ethnic minority employees reach senior positions in the organisation.

THE NETWORK is the Home Office’s funded staff support network. During 2007, The NETWORK was short-listed for the Race for Opportunity leadership award which highlights innovation and excellence. This was the first year of the award, which is granted in recognition of an organisation’s commitment and demonstration of efforts, to fully endorse the ethics of Race for Opportunity.

The NETWORK faced competition from international organisations such as Goldman Sachs, Royal Bank of Scotland and the Department for Work and Pensions, who were also short-listed in this category.

Although the award went to Goldman Sachs International, for the work of their Global Diversity Taskforce, The Network was nonetheless extremely proud to have been short-listed for the award.

Meanwhile, The Network has been short-listed for the 'Race for Opportunity' Leadership Award 2007. This is the first year of the awards, which highlight innovation and excellence. The final judging will take place in September 2008.

### **Stonewall Index**

The Home Office was rated fourteenth in the Stonewall Annual Workplace Equality Index which was published on 9 January 2008 which highlights the UK's top 100 employers for gay and lesbian staff. This makes the Department the highest ranked government department, having achieved an eight-point improvement on last year's performance by bringing the Department up to the score of 88 per cent. Also, SPECTRUM was placed fifth as a staff support network.

Stonewall's criteria for inclusion in the top 100 employers index (out of the 240 employers who entered into the 2008 Index) ranged from implementation of an effective equality policy to demonstrating how employers engage with their gay and lesbian staff and customers. The index assesses actual practice, such as recruitment and mentoring activity, as well as policy. Employers were required to obtain a minimum score of 71 per cent to be placed into the top 100 Index. This marked an increase in the previous requirement of 40 per cent, which was the minimum requirement to make the top 100 in the 2005 Index.

### **Comment from the Head of Group Equality and Diversity at the Home Office on the Stonewall Index 2008:**

"We are committed to creating a working environment where our staff feel empowered, valued and respected for their contribution and where we nurture the potential of all our people to perform at their best. Staff Support Networks like Spectrum are critical to helping the Home Office create such a working environment."

### **Opportunity Now**

The Department is committed to ensuring that both men and women are given the opportunity to reach their full potential as employees of the Home Office and we are also exploring ways of attracting more senior women to the Department.

The Department is a member of Opportunity Now – a business led organisation, working to highlight the benefits of gender equality in the private, public and education sectors. During 2007, the Home Office was awarded a Platinum Award based on the Opportunity Now benchmarking survey, which measures gender equality and diversity in the workplace. Platinum is awarded to those organisations that have achieved a score of 95 out of a 100.

Furthermore, we, alongside other Whitehall Departments, have participated in a Demos Consultancy led project, looking at the benefits of creating Women's Networks within the Public Sector.

The Department also provides a variety of facilities to support a reasonable worklife balance, including compressed hours, working from home and part-time working.

### Case Study: Home Office

The platinum award from 'Opportunity Now' makes the Home Office the public service leader in the area of gender equality and diversity. In the Opportunity Now Report, the Home Office was commended for carrying out a great deal of excellent work in the area of gender. A number of strands of the Department's work was identified by Opportunity Now as best practice which should be shared more widely and this is as follows:

- setting clear goals;
- providing positive action development programmes;
- encouraging flexible working; and
- holding organisational events to help raise awareness about the gender/diversity agenda.

The Home Office has in the past achieved the Gold Award in the Opportunity Now Survey.

## Procurement and Supplier Diversity

### Small, Medium Enterprises and Black Minority Enterprises

#### Policy

Insofar as it is consistent with obtaining value for money it is Home Office policy to encourage small firms (generally defined as independent businesses which employ up to 249 people) to bid for contracts.

Where purchasers opt for prime contractors, they should ensure that the business case for doing so in those particular markets considers value for money. Prime contractors should be asked during the procurement process to demonstrate their track record in achieving value for money through effective use of their supply chain – including use of small, medium enterprises (SMEs) and black minority enterprises (BMEs).

Every effort should be made to remove barriers to participation by small, medium sized enterprises and black minority enterprises without discriminating against larger firms. They can be encouraged by making subcontracting opportunities more transparent.

#### Procedures

When developing sourcing and procurement strategies, purchasers should consider whether use could be made of SMEs or BMEs.

In larger contracts, consideration should be given to the extent to which prime contractors may use SMEs or BMEs.

### **Corporate Social Responsibility**

The Home Office promotes Corporate and Social Responsibility (CSR) through continuous improvement in sustainable development, covering economic, social and environmental issues and by taking their impact into account when making commercial and procurement decisions at the requirement stage.

The base level of responsibility is legal compliance but Home Office policy is to encourage the adoption of CSR and raise performance beyond minimum legal standards, by considering material social and environmental factors in investment decisions where they are relevant to the contract.

### **Equality and Diversity**

The Home Office undertakes Equality Impact Assessments to examine its policies, practices and services to ensure there is no potential for discrimination against a particular equality target group.

All staff must take the requirements of equality and diversity legislation into account when drafting specifications, developing evaluation criteria, sourcing suppliers, inviting bids, and drafting contracts. Also, where appropriate, contractual documentation must include reference to equality issues and legal requirements.

Where it is relevant to the contract, an Equality Impact Assessment must be carried out to ensure compliance with the requirements of the law.

# Annex A

## Equality impact assessments – Minimum Standards

Not compliant	Meets minimum standards	Exceeds minimum standards
<b>Scope</b>		
<p>No evidence that impacts across all relevant strands have been considered.</p> <p>Research used is not relevant or does not adequately address the issues.</p> <p>Gaps in evidence not addressed.</p>	<p>Key elements from the breadth of the programme have been identified and assessed against their impact on the relevant strands.</p> <p>A range of impacts on relevant strands have been examined and there is clear prioritisation of actions to be taken. The rationale for such prioritisation is clearly explained.</p> <p>Identified gaps in the evidence and have commissioned new research.</p>	<p>Considered a wide range of diversity issues including all required in legislation.</p> <p>Creative consideration of impacts and measures taken to mitigate adverse impact.</p> <p>Ongoing robust arrangements for data collection.</p> <p>Gaps in evidence have been closed in order to determine relevance, prioritise and assess EIA issues.</p>
<b>Adverse impact</b>		
<p>No evidence that potential adverse impacts have been considered.</p> <p>Asserting the equality of outcomes without supporting evidence, or consultation.</p>	<p>Adverse impacts are identified and the affect on different communities is explained.</p> <p>Conclusions of neutral or equal impacts on communities are supported by evidence.</p>	<p>Consultative methods for identifying adverse impacts explained. EIA appreciates the impact of multiple discrimination.</p> <p>Actions are put in place to mitigate adverse impact or conduct further research that will develop specific recommendations.</p> <p>Identifies how the work can tackle disproportionality that may be the result of wider CJS inequalities.</p> <p>Identifies ways to promote equality of opportunity and community cohesion.</p>

Not compliant	Meets minimum standards	Exceeds minimum standards
<b>Evidence of Consultation &amp; Involvement</b>		
<p>Evidence of consultation, involvement or engagement not clear.</p> <p>No evidence that issues raised by consultation have been taken into account in action plan.</p> <p>Community support for policy assumed by lack of stakeholder feedback.</p>	<p>Identified a proportional range and depth of stakeholders.</p> <p>Stakeholders consulted, involved or engaged as appropriate.</p> <p>Evidence of proportionate response to concerns raised.</p>	<p>Dynamic and imaginative involvement and engagement of a wide range and depth of stakeholders.</p> <p>Clear evidence of use of information produced as a result of stakeholders input.</p>
<b>Monitoring and Evaluation</b>		
<p>No information given on monitoring and evaluation.</p> <p>Arrangements for monitoring and evaluation inadequate.</p> <p>Targets not set or inappropriate.</p>	<p>Targets have been set and arrangements are in place to monitor and evaluate them.</p> <p>Measures have been put in place to take action on the results of the evaluation.</p>	<p>The EIA is focused on delivering outcomes and performance indicators are used to signpost progress.</p> <p>Both internal and independent stakeholder monitoring and evaluation is being used to feedback into the cycle.</p> <p>Qualitative and quantitative data is considered.</p>
<b>Publication and Communication</b>		
<p>Not published on Home Office website.</p> <p>EIA seeks to justify or defend current position rather than explore options and determine appropriate recommendations.</p>	<p>The EIA has been published on the Home Office website.</p> <p>Available in minimum statutory range of alternative formats and taking account of the RNIB Web Content Accessibility Guidelines.</p>	<p>There is a comprehensive marketing and communication strategy around publication of the EIA.</p> <p>There are plans for ongoing communication with and involvement of the stakeholders.</p> <p>Available in a range of languages and accessible formats.</p> <p>EIA seeks to utilise opportunity to actively engage with communities and promote the positive work of the department.</p>

Not compliant	Meets minimum standards	Exceeds minimum standards
Governance		
<p>EIA not signed off or not signed off at the appropriate level.</p> <p>Inappropriate use of terminology eg inference that certain groups are solely victims or perpetrators.</p> <p>Unclear where steps have been taken to meet the relevant duties.</p> <p>Code of Practice not followed.</p>	<p>Responsibility for the EIA is at minimum HOU level and has been signed off.</p> <p>Terminology has been used correctly.</p> <p>There are clear signposts to information indicating what is being done to meet the duties.</p> <p>Follows the Code of Practice.</p>	<p>Active responsibility and involvement of senior leadership eg board members, ministers.</p> <p>Action plan is comprehensive and responsibility for actions is assigned.</p> <p>EIA outcomes embedded within business plans and strategic documents.</p> <p>Clear explanation of how public bodies are able to understand their role in ensuring compliance.</p>

## Annex B

### Home Office Action Plan

#### The Strategy and Reform Directorate

The Strategy and Reform Directorate supports all departmental objectives and PSAs. It supports and challenges the department to work together effectively to increase public protection. Responsibilities include: strategy, delivery, performance management, programme and project management, capability and reform.

Business Area/Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
Strategy and Reform Directorate	✓	✓	✓	In conjunction with core departments, ensure that restructuring and deployment are operating fairly.	Strategy and Reform Directorate	N/A	Until 2009	On 29th May 2007 some functions of the Home Office moved to the new Ministry of Justice (MoJ) for which an EIA was carried out to ensure that there was no disproportionate issues relating to the people who were transferred to the MoJ. We worked closely with HR and all the Staff Networks throughout this process. Engagement was constructive and productive.
Strategy and Reform Directorate	✓	✓	✓	SRD's Diversity Champion is leading a Reform project on partnership working designed to improve Home Office's relationships with external stakeholders. He is ensuring diversity issues are integrated into this work.	Strategy and Reform Directorate	N/A	From September 2007 onwards	Work has been undertaken to develop a stakeholder database as part of the Home Office's strategy to engage better with our external stakeholders. Mapping of key relationships is being carried out and we are working with the Strategic Diversity Action Team and also benchmarking our stakeholder engagement with other Government departments to ensure our new approach fully respects and promotes diversity.

## HQ Human Resources

Our purpose is to support staff to deliver the HQ Strategy, working closely with partners across the business, putting policies into place that enable managers and staff to make decisions at a local level.

Business Area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
Strategy and Performance	✓	✓	✓	Increase uptake of monitoring declaration rates among staff by requiring managers to play their part.	Human Resources (HR), Home Office Disability Network (HODS), The NETWORK, Home Office Women (HOW), a:gender, trade unions and staff associations. Make use of TUC good practice guide on monitoring.	N/A	March 2008	Staff under-declaration of diversity information remains a challenge. The Home Office is putting in place a wide range of initiatives to encourage staff to use the Employee Self Service facility which enables staff to update their details securely and confidentially online.
Policy Development	✓	✓	✓	Introduce more accurate data monitoring on grievances and disciplinary by race, disability and gender. Provide an analysis of reasons and trends.	HR, HODS, The Network, HOW and other interested parties to establish best practice.	N/A	Year-on -year	Discipline, grievance, bullying and harassment and discrimination policies monitored annually. Policies and their respective Equality Impact Assessments (EIAs) are to be reviewed.

Business Area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
Employee Relations and Pay	✓	✓	✓	Publish data on redeployment by gender, race and disability to ensure fairness, ensuring that the redeployment pool is operating consistently and fairly.	Employees, Trade Unions, Staff Networks.	All staff need reassurance that the reform programme will be fair to everyone.	Annually in December	<p>Redeployment data is reviewed on a quarterly basis and is analysed by strand. This data is used as part of the regular policy reviews that are conducted and help to influence any changes to policies.</p> <p>When the redeployment policy was reviewed in early 2007, the policy team consulted with the TU and other staff groups. Focus groups and questionnaires were sent out to staff that were in or had been redeployed via the redeployment network asking for their comments on how the redeployment process could be improved. The feedback from staff was used as part of the development of the policy.</p> <p>For staff that have been in the redeployment network for more than 6 months the Head of Resourcing and the relevant Human Resources Advisor (HRA) meet with the individual and their line manager on a monthly basis to provide them with as much support, e.g. coaching to enable them to secure a post.</p>

Business Area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
Employee Relations and Pay	✓	✓	✓	Review the operation of performance- related pay at Grade 6 and below.	Employees and the Equality and Human Rights Commission.	Ensuring that the delivery of the scheme is fair and that positive measures are taken to ensure fairness.	By 2009	New evaluation processes were introduced at the same time as the performance management system was updated for the year 2007/08. The first outputs from this new process will be available by end of May 2008 when analysis of judgement will commence.
Employee Relations and Pay	✓	✓	✓	Continue to reduce the pay differential between men and women.	Employees and Trade Unions.	Pay audits were carried out in 2002 and 2005.	By 2009	In previous equal pay audits the analysis has been of salary levels (which comprises the bulk of gross pay and is the main variable in earnings levels). The overall variance has fallen from 15% in 2002 to 11% in 2005 and to 8.7% following the 2007 Pay Award. Variance between males and females has fallen to less than 5% when analysed by grades. The improvement has been most marked in the Immigration Services where the salary for all males average in IS grades is only 2.6% ahead of all females.
Employee Relations and Pay	✓	✓	✓	Work to understand the differentials of earnings will thus commence over the summer/ autumn period of 2008 and report by end of 2008.	Employees and Trade Unions.	Moving from salaries to earnings will give a more accurate reflection of any pay differentials.	By 2008	Moving a focus from salaries to earnings requires expanding the scope of equal pay audits to gross earnings (including all allowances, bonus payments, overtime etc). Providing a representative analysis requires data over a 12 month period, and this is most readily at the conclusion of the financial year.

Business Area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
Employee Relations and Pay	✓	✓	✓	Reduce the minimum and maximum time taken through salary scales with a view to providing fairer outcomes for all staff.	Employees and Trade Unions.	Creating greater equality and fairness for all staff.	By 2009	The 2007 pay settlement was a three year deal, agreeing salary ranges until 2010. These scales have helped to further reduce the time taken to progress through salary scales. By 2010 staff will progress through the most populous grades in 5.3 years or less, and staff in grades G7 and G6 will progress through the salary scale in 7 years.
The Centre for Learning and Development (CLD)	✓	✓	✓	Ensure that all training content and materials on diversity are fully inclusive and appropriate.	Staff networks, Strategic Diversity Action Team (SDAT).	Training materials must be up to date and accurate.	May 2008	A review is currently being undertaken of all courses offered by The Centre for Learning and Development to identify where there are potential issues in relation to diversity, equal opportunities and Home Office values. Guidance will be provided on future developments.

Business Area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
The Centre for Learning and Development (CLD)	✓	✓	✓	Ensure consistency in the delivery and development of learning and development activities in a way that promotes and respects diversity.	CLD	N/A	Ongoing	The Centre for Learning and Development are also working with our stakeholders to promote equality and diversity. Quarterly meetings will be held with stakeholders to ensure that our actions and behaviours support and contribute to the Home Office 3-Year Diversity Strategy.
The Centre for Learning and Development	✓	✓	✓	Provide diversity awareness training for all staff to ensure that they are aware of their duties under the Disability Discrimination Act (DDA), the Race Relations (Amendment) Act (RR(A)A) and the Equality Act (EA).	All staff	Update and further develop the series of awareness guides.	End 2008	UK Border Agency are working in partnership with the Strategic Diversity Action Team and the Centre for Learning and Development to identify Home Office wide diversity training needs and solutions. Additionally, a programme of blended learning has been endorsed.

Business Area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
Leadership and Learning	✓	✓	✓	<p>We have a project to identify and develop talented staff at Grade 6 and 7 levels who will become future Home Office senior leaders. The project will pilot in UKBA(formerly BIA) and will provide the opportunity for ongoing impact assessment by providing a predictive model which can be assessed and amended prior to roll-out across the Home Office.</p> <p>Monitor outcomes for G6 and G7 talent management exercises for actual equality impact assessments and take forward actions required.</p>	Leadership and Learning Unit.	N/A	End 2007	<p>An EIA was completed on the development of a talent management process to build and strengthen leadership capability. The process includes a self-assessment using the G6/G7 database and attendance at a seminar, discussion with line manager and completion of a person profile. The EIA consisted of quantitative and qualitative data linked to consultation and involvement of BME staff, the staff networks, The Network Senior Managers Forum, views of Grade 6/7s, the Staff Panel, other government departments and large employers such as M &amp; S, Cadbury Schweppes and RBS. In terms of disability, the database monitoring showed a higher usage than would have been representative with 8% of users declaring a disability. Women utilised the tools more than men. At the end of the pilot one-to-one focus groups were set up to obtain feedback.</p> <p>The talent management process was rolled out in December 2007 across Home Office Headquarters. The evaluation is scheduled to take place in May 08 once the first round has been completed.</p>

Business Area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
Performance Management  Enhancing Performance Management	✓	✓	✓	Implement the outcomes of the review of performance management with the Home Office. Engaging staff networks and diversity experts in analysing approaches for embedding equality and diversity.	HR Strategy and Policy Unit (HR SAPU).	N/A	Mid 2007	The review was completed during 2006. A new performance management and appraisal system was developed for staff below the Senior Civil Service (SCS) which meets ACAS guidance.  An assessment of the impact of the policy on different staff groups was conducted, which included feedback from the Trade Unions, staff networks and diversity experts.

Business Area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
Policy Development  Attendance Management	✓	✓	✓	Complete review. Ensure that new procedures are not being used unfairly towards disabled people. Monitor EIA.	HR Strategy and Policy Unit (HR SAPU).	N/A	Mid 2007	An EIA was conducted as part of the review to reduce sickness absence which is part of the wider efficiency initiative across the Civil Service. The proposal is to reduce absence per member of staff to a target of 7 days by 2008 and 6 days by 2010. The Trade Unions and staff networks were consulted and a draft revised policy was sent to the Employers Forum on Disability. Directorates were also consulted. The research had shown that absence rates were influenced by demographic factors. It was recommended to introduce mandatory warnings at the twelve day/six day period absence trigger points (supported by safeguards to exclude all staff with a disability or serious illness). This was agreed by the Trade Union Official Side (TUS) as the system would be fairer. A nursing pilot was introduced to improve the delivery and service provision of Occupational Health. Guidance for managers, business absence monitors and staff will be produced. Workshops on absence management have been developed and several have been attended by managers.

Business Area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
Recruitment and Promotion	✓	✓	✓	New recruitment, selection and promotion processes were introduced in May 2007 and there is a continuing programme of review to ensure that the new processes are working effectively for candidates.	CSAT, HRD, HRO	N/A	Ongoing	<p>Recruitment – An EIA was conducted as part of the Employee Resourcing Review. The main recommendations related to the Core Skills Assessment (CSA). When the CSAs were developed, Assessment Centre Unit consulted the Strategic Diversity Action Team (SDAT), Equality and Diversity Team (EDT) and HODS, on adjustments which might need to be put in place for the CSA. All paperwork for posts that are externally advertised are available in Braille and hardcopy.</p> <p>The Assessor Training was reviewed to ensure that the full range of diversity issues were addressed.</p> <p>When an individual candidate requires reasonable adjustments these are discussed and agreed in advance with a member of ACU. Once agreed they are put in place by the CSA Team when the candidate sits the CSA.</p> <p>The CSA Team is working with Home Office IT contractors on a process which will enable diversity data to be extracted from Adelphi self service records without compromising individual personal data.</p>

Business Area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
Flexible working review	✓	✓	✓	We are commencing a project to review flexible working practices in the Home Office and UK Border Agency, looking specifically at how flexible working is promoted and managed. The review will include a focus on how flexible working, as part of work-life balance policies, can make a positive contribution to achieving a representative workforce.	HR Strategy and Policy Unit (HR SAPU).	N/A	By April 2007	A new Job Share Database has been developed and is in the process of being tested. An initial review of the flexible working policy is about to be undertaken as part of an exercise to refresh HR Policies. This will be completed by the end of May 2008. SDAT and staff networks will be consulted as appropriate. The need for any further changes to the policy will be assessed once this exercise is complete.

Business Area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
Review of leave arrangements	✓	✓	✓	We are reviewing carer leave policy for staff who provide support and care for dependent parents. SDAT and HODS will be consulted as part of the development process.  Complete review.	HR Strategy and Policy Unit (HR SAPU).	N/A	May 2008	The addition of 5 days paid leave for carers to the current arrangements for special paid leave will be undertaken as part of the HR Policy Refresh exercise. This will be completed at the end of May 2008.
Departmental restructuring	✓	✓	✓	A new redeployment toolkit was launched in February 2007 which included a mini equality impact assessment as part of the restructuring process. Quarterly statistics are produced that provide diversity data on the impact of restructuring. We will ensure that the statistics are visible to senior managers and challenged by Business Partners, and HO senior leadership.	HR Strategy and Policy Unit (HR SAPU).	N/A	N/A	Progress has been significant in obtaining and understanding of the impact of redeployment, and making steps to address any disproportionate impact. The mini-equality impact assessments are regularly being used by senior managers to understand the impact of their restructuring exercises, and we have a good understanding of the causes of any disproportionate impact that is occurring. The statistics are now produced in a more user friendly way to ensure that they can be used as successfully as possible to challenge where there are concerns.

Business Area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
Workforce Representation and Planning Diversity Monitoring	✓	✓	✓	<p>The current representation of Home Office Staff who have declared a disability is 2.8 per cent and at SCS level is 0.2 percent. We have identified from Staff Survey data that there are a number of staff who have not declared their disability. Work is under way to introduce a self-write function on the Adelphi system to facilitate the declaration process.</p> <p>Develop a policy to improve staff confidence in monitoring data collection processes and improve the declaration rate.</p> <p>Develop strategy to attract more disabled staff into the SCS through recruitment and promotion.</p>	The Strategic Diversity Action Team (SDAT).	N/A	End 2008	<p>The newly developed Employee Self-Service facility is a Human Resource led initiative to enable all staff across the Home Office to access and update their own information, including diversity details.</p> <p>Enabling staff to confidentially update their diversity details improves capture of diversity information which in turn helps the Home Office to monitor its equalities policies and take action where improvements are required.</p> <p>A Diversity Strategy Programme Board has been established at the Home Office which meets quarterly and is attended by Directors from across the business areas and agencies. The Board closely monitors progress and delivery of our 3-Year Diversity Strategy by requiring each business area to complete a self-assessment every quarter by analysing data of those staff from under-represented groups in the SCS and top management posts within their respective areas. Business areas are also compelled to produce action plans to rectify any discrepancies with targets.</p>

Business Area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
Strategic Diversity Action Team	✓	✓	✓	We supported places on the Cabinet Office Disability Bursary Scheme. A positive action programme (Development Plus) has been developed to address under-representation of disabled people at SCS and feeder grades (Grade 6 and 7 level). HODS has run positive action training courses for disabled staff who are members of HODS. Mentoring has been an integral part of the programmes and mentors and mentees have been trained.	The Strategic Diversity Action Team (SDAT).	N/A	End 2007	<p>The Department believes there is under reporting on diversity; therefore, we are actively encouraging the SCS to complete the diversity monitoring form to improve return rates. The two main strands of work that we are undertaking to help us meet the targets are running positive action development programmes (aimed at ethnic minority, disabled staff and women), and developing a communications strategy to encourage staff to complete their diversity details on Employee Self Serve (ESS).</p> <p>The Department continues to encourage applications for Leaders UnLtd. Three candidates have been successful in participating in the second round of the development programme. As part of the 5-Year Race and Diversity Programme, a mentoring programme was developed initially for staff at Grades 6/7 who may have the potential to become a member of the SCS. The aim of the programme was to identify a mix of mentors and mentees with a particular focus on under-represented groups. The mentoring programme is still on-going.</p>

Business Area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
				Examine reason for low take-up of positive action training and implement findings, in conjunction with HODS Provide funding for places on new Cabinet Office positive action programme. Continue to provide mentoring training.				Leaders of the Future. This is a new positive action leadership programme which has been developed and is aimed at the most talented staff at G6/7 level. The aim is to prepare participants and maximise their potential for entry into the Senior Civil Service (SCS) within a 2-4 years. It is designed for women, minority ethnic, disabled and Lesbian, Gay and Bisexual (LGB) colleagues. The programme has been centrally funded to enable 25 of the most talented staff to receive the benefit of such a programme.  Mainstream programmes. We plan to ring fence a certain percentage of places on HO mainstream development programmes for under-represented groups to equip them with the leadership skills they need for entry to the SCS.
Strategic Diversity Action Team	✓	✓	✓	Co-ordinate criteria and operations of enabling project for community participation in consultation and involvement.	Work with Disability Rights Commission (now part of the Equalities and Human Rights Commission) to determine feasible funding options to enable participation in Home Office consultations.	Financial support to small groups and disabled people will enable wider participation and involvement.	November 2007	Established a framework for a Home Office Social Networking forum to enter dialogue with external disability groups. We have liaised with the Office for Disability Issues for advice on consulting disability groups. We are now exploring mechanisms for the provision of financial support to small groups and disabled people.

Business Area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
Strategic Diversity Action Team			✓	Promote awareness and implementation of Home Office guidance <i>the workplace and gender reassignment: a Home Office Guide for staff and Managers.</i>	a:gender, SDAT, HO teams/units as relevant to particular issue being tackled.	Action requires examination of variety of issues ranging through recruitment, confidentiality, harassment, training and development and HR processes including attendance and performance management.	Ongoing	Funded by the Home Office, <b>a:gender</b> is the Civil Service- wide support network for staff in government departments and agencies who have changed or need to change permanently their perceived gender (transsexual/ transgender(TS/TG), or who identify as intersex (IS). a:gender has produced a number of guidance documents including 'The Workplace & Gender Reassignment: A Home Office Guide for Staff and Managers'.  In 2006/07 a:gender was the winner of the 'Inspiration (Breaking through Barriers and Changing Perceptions) Award' at the first ever Civil Service Diversity and Equality Awards.  The Strategic Diversity Action Team (SDAT) continues to work in collaboration with a:gender to fully meet the monitoring duty. Various options for data gathering methodology and suitability for gender identity are being considered. It is recognised that monitoring should not necessarily be the result of a 'one size fits all' approach. It is proposed that impact assessment of policies and procedures should be reliant on

Business Area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
Strategic Diversity Action Team	✓	✓	✓	Provide at least two seminars each year to promote equality.	External inspirational speakers.	Encourage wider understanding of issues amongst staff.	Biannually from September 2007	<p>both quantitative and qualitative monitoring. This methodology is recognised as critical to a solution in the field of gender identity and monitoring.</p> <p>The Home Office hosted a Civil Service race equality event at which the Reverend Jesse Jackson spoke about racial inequalities that still remain in the UK and USA.</p> <p>Home Office Women and THE NETWORK hosted an event to mark International Women's Day. Guest speakers: Meg Hillier, Helen Kilpatrick and Cupcake Brown.</p> <p>THE NETWORK hosted an event 'Different Women Different Places' whereby Carol Campaigne and Caroline Harper Jantuah spoke of their study of the lives and experiences of black and minority ethnic women leaders.</p> <p>Jasvinder Sanghera was a guest speaker at a joint Foreign and Commonwealth Office and Home Office conference on forced marriage. .</p>

Business Area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
Strategic Diversity Action Team		✓		Review reasonable adjustments and Access to Work arrangements and operation.	Internal consultation will be finished in April 2007 and then an external consultation will be undertaken to ensure best practice.	Combines work with IT and departmental operation.	September 2007	<p>The Access to Work guidance was updated giving practical guidance on the action to help disabled staff remain effective in their post when a disability becomes apparent; the effect of the disability becomes more marked; when taking up a new post or when the job changes significantly making it difficult for the person with the disability to carry out their work. It highlights the concept of reasonable adjustment as required under the Disability Discrimination Act and gives examples of what this might mean in practice. It also identifies alternative terms of employment.</p> <p>A Home Office Notice on Disability Workplace Assessments through the Access to Work Scheme was issued in 2007.</p> <p>The Strategic Diversity Action Team has set up a reasonable adjustments working group which includes representatives from the Home Office IT (HOIT), Accommodation, and HR. SDAT have also consulted with HODs on its work which includes developing a flow chart of the Access to Work arrangements. We have also consulted with Shaw Trust, West Midlands and Derbyshire Police and the Employers Forum on Disability.</p>

Business Area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
Strategic Diversity Action Team		✓		Employers' Forum Disability Standard.	This is a Home Office-wide review which is being undertaken by a public sector organisation. The findings will be made known from July 2007	Should bring about fairer outcomes for disabled staff.	October 2007	<p>The Home Office participated in the Employers' Forum Bench-marking exercise during 2007.</p> <p>The Home Office showed strength in the "Motivate" section of the survey, achieving the highest score out of all participants in this category (75%). (Motivate: the organisation and its people to undertake diversity action).</p> <p>We scored 62% on the action section and 34% on impact. We have reviewed the report findings and are commencing work to address these issues.</p>
Strategic Diversity Action Team	✓			Race for Opportunity.	The Home Office participated in benchmarking on racial equality for the first time in 2007/08.	Should bring about fairer outcomes for ethnic minority staff.	Ongoing	<p>The NETWORK is the Home Office's funded network of staff committed to promoting and furthering racial awareness and equality within the Department. During 2007, the NETWORK was short-listed for the Race for Opportunity' leadership award which highlights innovation and excellence. This was the first year of the award - which is granted in recognition of an organisation's commitment to and demonstration of efforts to fully endorse the ethics of Race for Opportunity. Home Office failed to win the award but was nonetheless extremely proud to have been short-listed.</p>

Business Area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
Strategic Diversity Action Team			✓	Opportunity Now.	The Home Office have contributed to the benchmarking gender programme since 1998.	Should bring about fairer outcomes for female staff.	Ongoing	The Home Office is a member of Opportunity Now, which is a business led organisation, working to highlight the benefits of gender equality in the private, public and education sectors. During 2007 the Home Office was awarded a Platinum Award in respect of the Opportunity Now benchmarking survey, which measures gender equality and diversity in the workplace. Platinum is awarded to those organisations that have achieved a score of 95-100.
Strategic Diversity Action Team	✓	✓	✓	Oversee Home Office equality schemes.	SDAT is responsible for co-ordinating the production of the Home Office Equality Schemes.	N/A	2008	SDAT managed the production of the Home Office's Equality Schemes and continues to monitor each of the action points listed for respective directorates for compliance/progress updates.  SDAT also provides an equalities consultancy function for the Home Office, by attending team meetings and arranging work-shops for the Department's staff.

Business Area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
Leadership and Learning Development (LaLD)  Other Development Schemes	✓	✓	✓	We are reviewing our processes for 'Making It Happen' (the SCS development programme) to ensure we invite staff to highlight any particular needs in order for them to be addressed.		N/A	End 2007	'Making it Happen' programme provides leadership, learning and development programmes for members of the Senior Civil Service. This includes people management workshops for directors, 360 degree feedback and coaching, master classes, etc.  LaLD have amended the registration process for delivery  'Making it Happen' events to ensure that any adjustments and/or particular requirements for participants are catered for.
Strategic Diversity Action Team	✓	✓	✓	Review Equality Impact Assessment (EIA) training materials, application forms and processes.	Staff networks, SDAT, a:gender.	N/A	Ongoing	SDAT undertook a review of the EIA materials. The staff networks including a:gender were consulted as were the TUS. We also consulted with the policy team to ensure that the Home Office Policy Wheel (a tool to assist in policy making) was incorporated into the training course and materials.

Business Area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
Centre for Learning and Development  Provision of learning and development opportunities		✓		We are reviewing our processes to maximise learning and development opportunities for disabled staff, in particular monitoring diversity of training course attendees. We have an estimated 80 per cent response rate. The Centre for Learning and Development (CLD) staff liaise closely with the staff networks. Issues related to DDA are analysed through participative discussion groups on the HR modules of the management development programme.		N/A	End 2007	Completion of diversity monitoring forms is voluntary. We continue to encourage delegates to complete the forms and to ensure trainers distribute forms at each event. Discussion will be held with SDAT to establish if there is a mechanism to improve reporting. A project is currently being undertaken to review all course material to identify where there are potential issues in relation to diversity. This review will ensure there is a process to maximise the learning and development opportunities for disabled staff. The review will also provide recommendation for improving the monitoring diversity of training course attendees. Issues related to dyslexia and its provision were discussed during a number of courses and the diversity stakeholder group meeting. As a learning and development service provider The Centre for Learning and Development (CLD) will provide training which meets the needs of a member of staff with dyslexia and their line manager. Further discussions are to be held with SDAT to establish whether staff can self assess and provide information to staff and line managers to access learning and development activities.

Business Area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
				<p>We ensure that reasonable adjustments are in place for participants on training programmes.</p> <p>Review and perform EIA covering training materials, application forms and processes.</p> <p>Make more use of staff networks to encourage participation in training and development by disabled staff.</p>				
Departmental Security Unit		✓		<p>Review central London estate risk categories for adverse impact on disabled people.</p> <p>Conduct impact assessment of security vetting procedures.</p> <p>Disabled people must be actively involved in reviewing this piece of work.</p>	DSU	N/A	End 2008	<p>Arrangements for access to buildings are in place for people with disabilities.</p> <p>Work is currently being undertaken to impact access security vetting procedures. This involves the Staff Networks and SDAT.</p>

Business Area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
Strategic Diversity Action Team Raising awareness of needs of disabled staff		✓		A series of awareness guides has been produced focusing on specific disabilities such as mental health and diabetes.  Update and further develop the series of awareness guides.	SDAT	N/A	End 2007	Since December 2006 the Home Office has produced two new awareness guides - progressive conditions and dyslexia and dyspraxia. There are now 10 disability awareness guides in the series. As well as the guides mentioned above, other conditions included in the series are disability etiquette, deaf and hard of hearing and visual impairment. The guide on deaf and hard of hearing has also been updated within the past year.

## Finance and Commercial

Financial and Commercial take the lead on procurement and commercial activity, financial accounting, budgeting and forecasting and information management as well as the development of shared services. The latter includes the delivery of key corporate services such as accommodation and IT

Business Area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
Commercial Directorate	✓	✓	✓	Highlight information about the DDA and other public sector equality duties to all suppliers on the Home Office website. Liaise with Legal Adviser's Branch (LAB) to make any necessary changes to the standard terms and conditions to include DDA responsibilities for contractors and sub-contractors.	OGC provide the commercial policy to Home Office Commercial Directorate to cascade to their Heads of Procurement across the Home Office group.  Commercial Directorate and Legal Adviser's Branch (LAB) liaise.	Legislative impacts.	Ongoing	Evidence is being gathered to provide information about actions undertaken relating to e-sourcing portal that supports DDA and other public sector equality duties.  Terms and conditions used in the recent Home Office Estates review and procurement activities fully support public sector commitments to equality.  The standard procurement delegation and operating level agreement to all Heads of Procurement requires them to observe their duties under all equality legislation.
Shared Services Directorate Home Office General Property (HOPG)		✓		Ensure that core Home Office buildings subject to refurbishment are accessible and comply with DDA requirements.	Staff networks and external disability organisations.	N/A	Ongoing	HOPG consultants have design expertise to ensure reasonable adjustments are compliant with the DDA.

Business Area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
Shared Services Directorate Home Office General Property (General Property)		✓		Provide reasonable adjustments within IT and telephony services, reporting annually on delivery.	A number of specialist disability organisations will be consulted to identify up-to date accessible IT solutions.  Staff Networks.	N/A	Ongoing	<p>On request from individual staff General Property supplies reasonable adjustments as specified by the appropriate medical professional.</p> <p>For POISE users we have a Particular Requirements Service provided through our IT supplier Fujitsu, once a member of staff has been through a work station assessment and/or an Access to Work assessment.</p> <p>The scope of this service is provision of access to desktop services for people with disabilities (which may require reasonable adaptations to be made). Fujitsu has a catalogue of about 35 services which are readily available as a means of providing access. These include provision of a special mouse, keyboards, screen magnifiers, dictation systems and training.</p> <p>If the Access to Work assessment requires a non standard IT service not included in Fujitsu's catalogue there is a defined activity to source, test and supply the new service.</p>

Business Area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
Shared Services Directorate Home Office General Property (General Property)	✓	✓	✓	Arrangements for access to buildings are in place for people with disabilities. Security guards receive awareness training on disability issues.		N/A	End 2008	The Home Office security guards are contracted to Home Office by ISS-Pegasus. They receive equality and diversity training as part of their 5-day induction training programme which is part of the license requirement.
Shared Services Directorate Home Office General Property (General Property)	✓	✓	✓	Conduct an EIA of current service provision and revise policy to ensure increased quality of services by September 2007.	Staff networks.	N/A	September 2007	General Property lets contracts to complete DDA surveys for Home Office clients. UK Border Agency commissioned a DDA survey during 2004/2005 covering approximately 70 buildings. NPIA completed a DDA survey in 2005 initiating work including clearing corridors for improved access, paint colours for visually impaired, automatic doors and refurbished toilets. General Property endeavour to ensure that all new sites are DDA compliant where possible and our professional works consultants are aware of all the relevant legislation. Where practicable and reasonable, any new works/drawings will take DDA into account. When appropriate General Property seeks guidance from the Disability Directions Advisor and the Employers' Forum on Disability.

Business Area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
All	✓	✓	✓	Allocate funds to facilitate involvement and access for smaller voluntary sector organisations and disabled people to enable participation in consultation and monitoring.		Ensure the operation of the fund is consistent with SDAT advice.	Ongoing	<p>Equality Impact Assessments are conducted as and when required in accordance with SDAT guidance using the appropriate stakeholder database to contact all necessary groups. Staff resources are allocated to the EIA as and when required.</p> <p>Our Procurement policy and Procedures state that insofar as it is consistent with obtaining value for money it is Home Office policy to encourage Small, Medium Enterprises (SMEs) and Black Minority Enterprises (BMEs) to bid for contracts. When developing sourcing and procurement strategies, purchasers should also consider whether use could be made of the Voluntary and Community Sector (VCS).</p>
Commercial Strategy and Development	✓	✓	✓	To ensure procurement and commercial activity supports compliance with Home Office statutory obligations on disability and other equality strands.	Commercial Director/ Commercial Strategy and Development Director.	N/A	May 2008	<p>Statements will appear on external websites once training has been provided by the Horizon team.</p> <p>Discussions with Legal Advisors Branch (LAB) took place prior to December 2007 and actions are now with them.</p>

Business Area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
				Highlight information about the DDA and other public sector equality duties to all contractors on the Home Office website. liaise with Legal Adviser's Branch (LAB) to make any necessary changes to the standard terms and conditions to include DDA responsibilities for contractors and staff.				
Commercial Strategy and Development	✓	✓	✓	To provide policy and guidance for staff on equality strands in respect of procurement.	Commercial Director/ Commercial Strategy and Development Director.	N/A	May 2008	Policy guidance received from the Office of Government Commerce (OGC) is issued to the Head of Procurement within 5 working days of receipt. They are required under their standard procurement delegation and operating level agreement to cascade the guidance to procurement staff within their business area.  Staff have taken opportunity to attend EIA training during March 2008.

Business Area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
Commercial Strategy and Development				Revise the Home Office Procurement Manual to reflect equality responsibilities and ensure this is agreed with SDAT and LAB.				The procurement policy and procedure manual has been updated and amended with both LAB and SDAT invited to provide input.  Staff are advised of their responsibility to the DDA and other equality duties via the content of the procurement policy and procedures manual which was issued in July 2007 and updated again in December 2007.
E-business	✓	✓	✓	To encourage supplier diversity.  The Home Office eSourcing portal provides a suite of web-based tools that enables procurement professionals, and their suppliers, to conduct strategic procurement activities over the internet.  Conduct a review in liaison with the OGC of ways to encourage supplier diversity.	Commercial Director/ E-Business Director.	N/A	May 2008	E Procurement has encouraged supplier diversity by engaging with the service provider, Bravo Solutions, to develop screens which are easily read and accessible. They have also introduced registration questionnaires which capture diversity information about the supply base should the supplier wish to complete the questionnaire fully.

## Communications Directorate

The Communications Directorate (CD) exists to provide information to the public, the media and the Home Office itself. We do this through a variety of internal and external mediums, including press releases, publications, advertising campaigns, videos, exhibitions, the Home Office website and Horizon intranet.

Business Area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
Direct Communications		✓		Review and monitor use of text phone services. Regular customer surveys will be used to gauge how we are performing.	Head of Direct Communications Unit.	N/A	Ongoing	The text phone service has been set up and staff have been trained to use it. Monitoring of its use has revealed 2 calls and one operator assisted call on this phone.
Direct Communications	✓	✓	✓	Providing prompt, quality, plain English replies to correspondence and emails received from members of the public.  Review, monitor and seek feedback from recipients.	Head of Direct Communications Unit.	N/A	Ongoing	Customer Satisfaction surveys shows a high level of satisfaction with our correspondence. Over 90% of respondents agree with the statement that replies to their letters were written in plain English.

Business Area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
Marketing and Strategic Communications  Raising awareness of Home Office policies and functions		✓		<p>Train staff in the Disability Equality Duty.</p> <p>Produce guidance on good equality practice in the production of advertising campaigns.</p> <p>Currently investigating the Department for Work and Pensions Images for Disability Campaign.</p> <p>Encourage the provision of information in user-friendly formats that take account of a range of disabilities.</p>	Head of Marketing and Strategic Communications, heads of individual campaigns.	N/A	<p>April 2008</p> <p>Ongoing</p>	<p>Staff have not been trained specifically on the Disability Equality Duty, although other generic diversity training has taken place.</p> <p>Marketing Unit has now signed up to the Images of Disability Campaign.</p> <p>Delivering effective and inclusive communications to support policy delivery across the Home Office.</p> <p>Publication managers have been trained in dealing with disability issues and work is done in collaboration with Central Office of Information's Equality and Diversity Unit to ensure information takes account of disability issues.</p>

Business Area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
Corporate Communications Unit  Providing information to staff via internal TV, intranet etc.		✓		Web team to involve HODS, disabled staff and disability organisations in developing guidance on good practice.	Internal web team.	N/A	April 2008	All of our websites are designed to AA minimum standard as the basis for our good practice guidance. HODS and other organisations will be involved in our next development in 2008.
				Promote the provision of information in accessible formats.	Head of Corporate Communications Unit.		Ongoing	Our sites are to a minimum AA compliant, which means they meet at least priority 1 and 2 checkpoints. We also provide extensive accessibility information, for example, <a href="http://www.homeoffice.gov.uk/accessibility/">http://www.homeoffice.gov.uk/accessibility/</a> on our sites. We have also achieved the RNIB 'See it Right with UseAbility' accreditation.
				Place accurate subtitles on all media.	Head of Corporate Communications Unit.		Ongoing	For video/audio on the external/ websites, we always provide an accessible transcript in our AA accredited font.

Business Area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
Press Office				Actively encourage involvement in the Plain English Campaign with Crystal Mark awards.	Digital Communications Team.		Ongoing	Both the main public-facing corporate site, <a href="http://www.homeoffice.gov.uk">www.homeoffice.gov.uk</a> , and our drugs stakeholder website, <a href="http://www.drugs.homeoffice.gov.uk">www.drugs.homeoffice.gov.uk</a> , have achieved the Plain English crystal mark award.
				Consult with RNIB in agreeing some general guidance on good practice.	Digital Communications Team.		Ongoing	RNIB and a sample of small and specialist disability organisations were involved in the initial redevelopment in 2005. We use AA minimum standard as our basis for good practice guidance. RNIB have awarded 'see it right' accreditation.
		✓		Provide equipment of a particular requirement.	Office Manager.	N/A	Ongoing	Press Office have made reasonable adjustments where necessary. This is also the case with other units in Communications Directorate.
				Ensure that external events are arranged in fully accessible venues.	Office Manager.			Accessibility of venues is one of the mandatory criteria questions in the tender specifications for our events. This is always checked on site visits before events take place.  Provision is made for signers to attend where requests have been made. Also speech to text writers are made available upon request.

Business Area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
Corporate Communication	✓	✓	✓	Maintain and publish all completed EIAs.	HODS and other disability organisations will be invited to advise on accessibility.	Quarterly updates from December 2007. Maintain an accessible archive of all completed EIAs.		EIA's have been published on the Home Office websites regularly as they occur. Although not stored in one specific area of the website, the search function has been refined so that people can access EIAs without needing to understand the organisation to navigate to them.
Corporate Communication		✓		Review website to ensure that it is fully accessible to all sections of the public.	HODS, RNIB and a sample of small and specialist disability organisations.	All departments need accurate monitoring information about service users. It is vital that there is one consistent process used.	November 2007	HODS, RNIB and a sample of small and specialist disability organisations involved in the initial redevelopment in 2005 to ensure compliance with AA standards, there has been no major change since then. The website was reviewed by RNIB in 2007 and was awarded 'see it right accreditation.
Direct Communications		✓		Provide the public and staff with access to information, reporting annually on steps taken to increase disabled people's access to information.	HODS and other disability organisations.	Review and monitor the use of text phone services. A regular customer survey is carried out to gauge how we are performing.	Ongoing	The text phone service has been set up and staff have been trained to use it. Monitoring of its use has revealed only 2 calls and one operator assisted call on this phone.

Business Area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
All	✓	✓	✓	Allocate funds to facilitate involvement and access for smaller voluntary sector organisations and disabled people to enable participation in consultation and monitoring.		Ensure the operation of the fund is consistent with SDAT advice.	Ongoing	Communications Directorate has created a stakeholder management and relationships tool which allows all areas of the department to improve how they consult with stakeholders and other partner organisations by helping them target appropriate sectors.

## Science and Research Group

Science and Research Group (SRG) was formed to strengthen the strategic focus, co-ordination and quality assurance of science and research across the Home Office.

Business Area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
Science and Research Group (SRG)	✓	✓	✓	Develop an inclusive quality-monitoring protocol for use across the Home Office to cover all equality strands.	A sample of community stakeholders working with prisoners, passport applicants, asylum seekers, those who report or are responsible for crime, etc. All relevant departments, including Strategic Diversity Action Team (SDAT).	N/A	February 2008	This development has slipped and the target date moved to end April as no resources have been identified for this task.  Consistent data on the effects of Home Office policies on women and men, ethnic minority groups, disabled people, trans gender people and others needs to be collected in order that the Home Office can be confident that its policies do not treat some groups less favourably.
Science and Research Group (SRG)	✓	✓	✓	Revise and integrate the Project Quality Approval Board process in light of the new monitoring protocol.	A sample of strategic community organisations to assist the external focus of research programmes.	Research must fully reflect the different ways the public are affected by crime, terrorism, safety, etc.	Com- mence April 2008	This work will take place next business year and follows a review of Project Quality Approval which was part of the recently published GO Science review.  Accurate information will enable policy makers to meet particular and specific needs.

Business Area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
All	✓	✓	✓	Allocate funds to facilitate involvement and access for smaller voluntary sector organisations and disabled people to enable participation in consultation and monitoring.		Ensure the operation of the fund is consistent with SDAT advice.	On going	We have broadened our supplier base for external work by making our ITTs available on the RDS website and through the implementation of the Social Research and Analysis Framework Agreement. We have also strengthened our relationship with the research councils such as ESRC to support research funding and attendance by students at conferences. We have also funded student bursaries.
Professional Recruitment	✓			SRG is wholly committed to ensuring that recruitment, selection and retention activities support equality of opportunity for all Home Office staff. It actively works towards the 3.2% Home Office target for unrepresentation of disabled staff at all grades. It promotes the guaranteed interview Scheme and has worked with the assessment		N/A	June 2007 onwards	Both key specialist recruiting areas within SRG - RDS and Home Office Scientific Development Branch (HOSDB) recruitment actively promotes the Guaranteed Interview Scheme for disabled applicants.  Assessment exercises are routinely checked by The Core Skills Assessment Team to attempt to minimise any adverse impact on any minority group."

Business Area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
				<p>centres Operations team to ensure that it makes appropriate adjustments for applicants who need them. Its training and development programme is open and accessible to all staff and, where adjustments/ access requirements are needed, it ensures they are provided for all Home Office Staff.</p> <p>Update the assessor training to ensure it covers the Disability Equality Duty and the need to promote disability equality.</p>				

Business Area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
Project Quality Assurance Board (PQAB) system	✓	✓	✓	<p>The PQAB process is a step that each Home Office social research project goes through before work starts. A research assistant director and programme director use the process to assess the diversity issues the research covers and assign responsibility on various diversity issues to the research programme director, the research project manager, the Home Office board signatory to the project and the policy group who commissioned the research.</p> <p>Review research projects undertaken in the last two years to determine how many identified the diversity issues at the point of the PQAB decision.</p>		N/A	April 2008- April 2009	<p>We conduct periodic reviews of the PQAB process – and the process has been also reviewed by the GO science review of the Home Office. The questionnaires address equality issues as required within projects.</p> <p>We are planning to review PQAB in the light of changes in Ministry of Justice processes and use the opportunity to review how diversity issues have emerged within projects undertaken in the process during 2008/9.</p>

Business Area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
				Conduct an equality impact assessment of the research-commissioning process to determine whether the system is fully inclusive (of suppliers and communities) and whether resulting data have actively supported policy and programme development.				

## Legal Advisers' Branch

The Legal Adviser's Branch (LAB) provides prompt and constructive advice to Ministers and officials, to support the delivery of the Home Office's aims and objectives in all areas of its business. Alongside the provision of such advice LAB:

- instructs Parliamentary Counsel to draft Bills for which the Home Office is responsible;
- drafts subordinate legislation;
- assists Counsel and the Treasury Solicitor in the handling and preparation of important litigation, both in the United Kingdom and in Europe;
- promotes legal awareness, by providing a legal awareness programme to improve understanding of the legal framework surrounding our daily work;
- controls and monitors the use of external legal services; and
- manages Home Office legislation through chairmanship of the legislation management group.

Business Area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
Legal Advisers Branch	✓	✓	✓	<p>Ensure that legal advice given to client directorates fully complies with current legislation relating to discrimination.</p> <p>(i) Ensure all lawyers receive diversity training.</p> <p>(ii) Ensure all lawyers receive information in 2007 on recent changes in discrimination law.</p>	<p>LAB Legal Awareness Committee will consider how issues of discrimination can be built into the legal awareness programme, enabling lawyers to receive up-to-date information on the application of general and specific duties, and will consider inserting links to discrimination law information on the legal awareness website.</p>	N/A	Ongoing	<p>Meetings of each team within LAB are held on a regular basis and now include an agenda item in respect of diversity.</p> <p>At present only three lawyers have yet to receive diversity training. Training is being arranged for them.</p> <p>In November 2007 all lawyers received notification of recent changes in discrimination legislation. That information has been placed on the Legal Awareness website alongside information regarding the need to undertake an Equality Impact Assessment.</p>

Business Area/ Unit				Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
Legal Advisers Branch	✓	✓	✓	Ensure that client directorates identify discrimination issues arising from their work and seek legal advice as appropriate.		N/A		<p>Lawyers are encouraged to refer, and we believe are increasingly referring, clients to SDAT on discrimination issues and the need to prepare EIAs.</p> <p>LAB is to deliver a legal awareness workshop on discrimination, which will cover key aspects of discrimination law and the need to prepare EIAs. The workshop will be published on our legal awareness website.</p>

Business Area/ Unit			Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
						2007/2008	<p>More generally, LAB has had input to the policy wheel and emphasises in guidance the need to consult LAB at an early stage in the process so that legal issues (including discrimination issues) are addressed as soon as possible.</p> <p>In giving advice in relation to any issue involving human rights, discrimination issues arising under article 14 of the European Convention on Human Rights (ECHR) are routinely addressed.</p> <p>Discrimination issues are also routinely addressed in relation to any employment law issues affecting the department.</p> <p>Lawyers respond to individual queries on discrimination which are referred to them, and where appropriate, refer to relevant case law.</p>

Business Area/ Unit				Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
Legal Advisers Branch	✓	✓	✓	LAB Legal Awareness Committee will build issues of discrimination into the legal awareness programme and the legal awareness website.	Strategic Diversity Action Team.	N/A	Ongoing	The Legal Awareness Programme for 2007-2008 includes a workshop on discrimination which is currently being designed and which will be delivered in May 2008. This will be in addition to the workshop on employment law which already addresses discrimination law issues arising in the employment context.

## The Crime Reduction and Community Safety Group (CRCSG)

The Crime Reduction and Community Safety Group (CRCSG) makes a vital contribution to the Home Office's core task of leading a national effort to protect the public from terror, crime and anti-social behaviour. It contributes to delivering all the departmental strategic objectives and in particular is responsible for cutting crime, especially violent, drug and alcohol-related crime and for leading visible, responsive and accountable policing. It also leads on the Public Service Agreements on making communities safer and reducing the harm caused by alcohol and drugs.

Business Area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
Violent Crime Unit	✓	✓	✓	Review current reporting and recording of hate crimes to identify best practice. Produce a good practice guide on non-police reporting.	Violent Crime Unit.	N/A	October 2007	We are working with community groups to support a number of initiatives to promote reporting via third parties.

Business Area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
Violent Crime Unit	✓	✓	✓	Review provision of services tackling violence against women and transgender in England and Wales.	Violent Crime Unit.	N/A	August 2008	<p>The Stakeholder Advisory Group, chaired by Home Office Minister Vernon Coaker and Dept of Health Minister Dawn Primarolo, was established 18 months ago to act as a consultative body to the Government on the development of policy and practice on sexual violence in relation to policing, prosecution, support services, etc.</p> <p>An equality impact assessment (EIA) undertaken on the Home Office's Crime Strategy highlighted that, overall, crime affects different groups of people disproportionately. For example, 1 in 4 women and 1 in 6 men had been a victim of domestic violence since the age of 16. And 89% of those suffering 4 or more attacks are women. Furthermore, the police estimate that as much as 90% of homophobic crime goes unreported because victims are too frightened or embarrassed to let someone know. These statistics enable the Home Office to feed this information back to service providers and cater services around victims requirements accordingly.</p>

Business Area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
Drug Strategy Unit/National Treatment Agency	✓	✓	✓	Review provision of services for women who use illegal drugs.	Drug and Alcohol Action Team (DAATs) partnerships, Primary Care Trusts (PCTs), Local Authorities (LAs), Drug Treatment Providers, National Treatment Agency (NTA), Regional Teams, Strategic Health Authorities (SHAs), and Government Offices (GOs).	N/A	Ongoing process. Treatment Plans are drawn up between November 2007 and February 2008, and reviewed quarterly thereafter.	The annual DAAT treatment planning process is used to analyse delivery of drug treatment services to diverse groups, including women, BME groups, etc.  The NTA monitor DAATs through treatment plans. DAATs are also provided with regular monitoring data from the National Drug Treatment Monitoring System (NDTMS) relating to access, retention and completion of treatment.
Drug Strategy Unit/National Treatment Agency	✓	✓	✓	Develop monitoring template for recording clients using the services of Drug and Alcohol Action Teams (DAATs). Distribute template to all teams in England and Wales.	DAATs partnerships, PCTs, LAs, Drug Treatment Providers, National Treatment Agency (NTA), Regional Teams, Strategic Health Authorities (SHAs), and Government Offices (GOs).	N/A	Ongoing monitoring and dissemination of data through NDTMS.	The Department of Health and the NTA have developed the National Drug Treatment Monitoring System (NDTMS).  The NTA provide DAAT partnerships with regular NDTMS data relating to access, retention and completion of treatment by demographic status, including ethnicity.

Business Area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
Drug Strategy Unit/National Treatment Agency	✓	✓	✓	Analyse monitoring data of DAATs' delivery of service by gender, race and disability.	Drug and Alcohol Action Team (DAATs) partnerships, Primary Care Trusts (PCTs), Local Authorities (LAs), Drug Treatment Providers, National Treatment Agency (NTA), Regional Teams, Strategic Health Authorities (SHAs), and Government Offices (GOs).	N/A	Ongoing process. Treatment Plans are drawn up between November 2007 and February 2008, and reviewed quarterly thereafter.	This work is already carried out in relation to the annual treatment planning process and also the ongoing performance management of DAAT partnerships.  The annual DAAT treatment planning process is used to analyse delivery of drug treatment services to diverse groups, including women, BME groups, etc.  The NTA monitor through treatment plans. DAATs are also provided with regular monitoring data from the National Drug Treatment Monitoring System (NDTMS) relating to access, retention and completion of treatment.
Crime Strategy Unit	✓	✓	✓	Undertake review of findings from the Fear of Crime Strategy to evaluate whether additional measures are necessary to meet the requirements of disabled adults and children.	Crime Strategy Unit.	N/A	March 2007	Decisions on the way ahead with tackling crime since the publication of the scheme mean that this particular action will not now be taken forward.  A more appropriate way of dealing with these issues is through neighbourhood policing which will be at the heart of action to reduce the fear of crime for all citizens. Every community in England and Wales now has a neighbourhood policing scheme in place. Evidence shows that this is a key way to reduce the fear of crime.

Business Area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
Violent Crime Unit	✓	✓	✓	Cross-government Sexual Violence and Abuse Action Plan.	Violent Crime Unit.	N/A	March 2007 Onwards	Action Plan and EIA published April 2007.  Regional workshops were held in Bristol, Derby, York, Manchester and London to consult on the Action Plan.  Key areas identified by stakeholders are set out in EIA.
Violent Crime Unit	✓	✓	✓	All applicants for funding for Sexual Assault Referral Centres (SARCs) are asked to provide evidence of addressing the requirements of people with a learning or physical disability, amongst other important indicators of equality including sensitivity to minority ethnic issues.	Violent Crime Unit.	N/A	On-going	On-going. Details of plans for services for those with a learning or physical disability must be specified in applications for funding for SARCs and this information will be considered as part of the selection process.

Business Area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
Violent Crime Unit	✓	✓	✓	Develop an action plan to increase reporting among people with learning disabilities in consultation with stakeholders in this area.	Violent Crime Unit.	N/A	January 2008	Action Plan and EIA published April 2007.  A feasibility study on collecting victims satisfaction information is currently being commissioned (Feb 2008). This will specifically cover victims with physical or learning disabilities.  A communications strategy on violence against women is being developed in partnership with the Government Equalities Office, and again this will specifically cover victims with physical or learning disabilities.
Violent Crime Unit	✓	✓	✓	Review and monitoring of operations of Specialist Domestic Violence Courts.	Violent Crime Unit.	N/A		Information of provision of both services and access to courts is sought as part of the application for specialist court status and this information is considered as part of the selection criteria.
Violent Crime Unit	✓	✓	✓	Produce, collect and analyse statistics on crime and the police, and for the conduct and management of research in social and management services, to find out how to reduce crime and how to improve police performance and effectiveness.	Violent Crime Unit.	N/A	2007/08	Ongoing as part of normal work on statistical collection and analysis.

Business Area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
All	✓	✓	✓	Allocate funds to facilitate involvement and access for smaller voluntary sector organisations and disabled people to enable participation in consultation and monitoring.	All	N/A	Ongoing	The Violent Crime Unit has hosted a series of regional workshops at which practitioners/service providers were consulted on what they would like to see from Central Government, including to meet the requirements of hard to reach groups. Main themes that emerged were prevention, support and health services and support to victims from the Criminal Justice System. This feedback will inform the final draft of the Home Office's Action Plan and implementation guide.
Policing Policy Police Workforce Modernisation Programme	✓	✓		Home Office and police forces to involve disability support organisations in reviewing the Disability in the Police Service guidance. The guidance will be reviewed annually or when changes are necessary. Assess the impact of the Disability in the Police Service guidance and other guidance documents on improvement for policing services, and take forward agreed recommendations.	NPIA	N/A	Ongoing	The National Policing Improvement Agency (NPIA) is now responsible for reviewing and updating this guidance and also for the compilation of additional guidance for police staff.  Before the establishment of the NPIA, a wide range of groups were involved in the preparation and review of the guidance. These groups included the Home Office, the National Disabled Police Association (NDPA) and other Police Associations, and the Employers' Forum on Disability.  The guidance was launched at an informal reception.

Business Area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
Policing Policy Police Workforce Modernisation Programme (continued)				Review the extent to which authorities/ forces have trained staff on the DDA.				A formal review of the guidance has not yet happened, although discussions have already taken place on the need to include a separate section for disabled police staff (as opposed to police officers) and other non-officers in the service. The NPIA will be taking this forward.
Policing Policy		✓		Ensuring police forces understand and carry out their responsibilities under the DDA.  Guidance is available to staff in the Police Service and this highlights the statutory requirements as well as good practice.	Police Productivity Unit.	N/A	2009	Increase reliability of local monitoring by updating the police force data team workbook. Involve disabled organisations and staff support groups in encouraging more robust local monitoring.  Formal collection of statistics from local data monitoring is still under discussion. It is expected that targets within the police service will be set in due course to coincide with formal monitoring.

Business Area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
Policing Policy	✓	✓	✓	<p>Ensure that NPIA monitors and disseminates best practice in equality.</p> <p>Review/conduct an EIA on recruitment procedures.</p> <p>Consider setting disability employment targets in consultation with relevant bodies.</p>	Police Productivity Unit.	N/A	2009	<p>The Home Office's policing policy units are striving to highlight best practice options being used in the workplace.</p> <p>The units aim to lead by example to police forces and stakeholders by adopting and maximising the use of best practice across all their responsibilities in order to promote change for the better. Specific examples include ensuring that flexible working processes are in place to assist disabled staff and ensuring also that there are effective arrangements for home working by staff with particular requirements.</p> <p>Discussions are taking place on establishing recruitment, retention and progression targets within the police service for disability. These discussions, are continuing with a wide range of policing and disability groups but no decisions have yet been taken.</p>

Business Area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
Policing Policy (continued)								<p>Annual grant-in-aid funding support is provided to the National Disabled Police Association (NDPA) Specific amounts are earmarked in the funding for projects that support Home Office core aims, such as increasing trust and confidence and recruitment, retention and progression. One of the NDPA projects aimed to increase understanding and inclusion – a sports day between local school children and disabled people was organised to break down some of the negative misconceptions and move towards a more supportive community.</p> <p>A review of the police Diversity Staff Support Associations will take place during 2008. This will look at the needs of these associations in matters such as accommodation and other support. They consider the requirements of disabled people and work with relevant groups in the community.</p>

Business Area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
								<p>NPIA was launched in April 2007.</p> <p>An NPIA newsletter to all police forces aiming to increase awareness and participation on disability and other diversity issues highlights examples of best practice in forces.</p>

Business Area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
Improving Police Performance	✓	✓	✓	Disseminate best practice to local forces through the diversity newsletter.	Director of Policing Policy, Director of the Police Workforce Strategy.	N/A	April 2007 and ongoing	<p>The diversity newsletter started in the Home Office, prior to the establishment of the NPIA, in order to provide local forces with up to date information on all diversity issues. One part of the newsletter covered disability and discussed what best practice initiatives were being used by a particular force and how another force might benefit from it.</p> <p>The newsletter was published in a fully accessible format using appropriate colours and font. The NPIA took over the publication of the newsletter from April 2007.</p> <p>Recent examples highlighted in the newsletter include:</p> <p>(i) an awareness and alert card produced by Essex and Suffolk Police in partnership with the Autistic Society. This offers a quick overview of possible reactions from members of the public with autism and suggested ways of handling these situations.</p> <p>(ii) an alert card produced by Hertfordshire Police for police call operators when dealing with callers with learning disabilities.</p>

Business Area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
	✓	✓	✓	Review custody arrangements for disabled people (e.g. for people with sensory, physical and learning disabilities).				The issue of transporting disabled people to and from police stations was reviewed and appropriate alternative methods of transport have been introduced.

Business Area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
Standards of excellence in policing and promoting community safety	✓	✓	✓	Review the British Crime Survey (BCS) to determine whether increased engagement with communities and disabled people results in greater confidence in policing and a greater feeling of safety.		N/A	April 2009	Ongoing. The data collected will not specifically highlight trends for disabled people, but only as part of the general population.

Business Area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
Crime and Drug Strategy Directorate  Fear of Crime	✓	✓	✓	<p>Ensuring people are – and feel – safer in their communities and to address why certain groups are, or feel, more vulnerable.</p> <p>Work with the Department of Communities and Local Government to develop a community engagement strategy that will consider ways to address issues around fear of crime.</p> <p>Practitioners' forums will consider the issue of disability and victimisation in January 2007. Consider recommendations from the forum and annually review the BCS to determine whether fear of crime levels have fallen.</p>	Crime Strategy Unit	N/A	Annual Review	<p>Perceptions of crime and confidence in agencies to tackle crime are linked with fear of crime.</p> <p>The roll out of Neighbourhood Policing is key to increasing confidence in a visible and responsive police service. The Government is committed to ensuring every community has a Neighbourhood Policing scheme by April 2008. Evidence shows that this is a key way to reduce fear of crime, perceptions of crime and tackle anti-social behaviour. There will also be local alcohol strategies in each Crime and Disorder Reduction Partnership area by this date.</p> <p>The BCS annual crime statistics show that the level of fear of crime for disabled people hasn't changed between 05/06 and 06/07; Disabled people have a higher fear of crime than non-disabled people, however actual risk of being a victim of crime is similar for both groups – except that disabled people have a lower risk of being victims of stranger violence.</p>

Business Area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
Crime and Drug Strategy Directorate Fear of Crime (continued)								<p>Work to reduce fear of crime has shown success – since 1998 the fear or worry about violent crime, burglary, and car crime has fallen by a third. However we also know that the public remain unconvinced that the crime rate has gone down. This matters because it means that the public are not confident that we are getting things right and if they don't have that confidence they are less likely to work with us by reporting and trying to prevent crime.</p> <p>That is why the focus under PSA 23 to Make Communities Safer is to increase public confidence in the police and local agencies in tackling crime, rather than to further reduce fear of crime. Integral to increasing public confidence in local agencies is the push towards greater focus on serious and acquisitive crime, greater accountability of CDRPs, greater consultation with local communities to identify what matters most to them.</p>

Business Area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
Crime and Drug Strategy Directorate Fear of Crime (continued)								The rollout of Neighbourhood policing is key to increasing confidence in a visible and responsive police service. The recent evaluation of the National Reassurance Policing Programme demonstrates that a neighbourhood policing approach can impact on the public's perception of the crime rate.
Sexual Offending			✓	Stakeholder comments will be incorporated into the EIA. The EIA and action plan are due to be published in January 2007.	Violent Crime Unit	N/A	Review of implementa- tion due at end 2007/08	Action Plan and EIA published April 2007.  Regional workshops were held in Bristol, Derby, York, Manchester and London in the autumn to consult on the Action Plan.  Key areas identified by stakeholders are set out in EIA.
Sexual Offending	✓	✓	✓	Grants to be made in December 2006. New SARCs to implement their actions when they open (between April 2007 and April 2008). Data collection ongoing – first-year data to be collected and analysed.	Violent Crime Unit	N/A	Review of implementa- tion due at end 2007/08	Details of plans for services for those with physical and learning disabilities must be specified in applications for funding for SARCs and this information will be considered as part of the selection criteria.

Business Area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
Sexual Offending	✓	✓	✓	Action plan to be published by January 2007. Involve disabled organisations in reviewing progress of action plan and its equality impact took place in November 2007.	Violent Crime Unit	N/A	November 2007	A feasibility study on collecting victims satisfaction information is currently being commissioned (February 2008). This will specifically cover victims with physical or learning disabilities.  A communications strategy on violence against women is being developed in partnership with Government Equalities Office, which will specifically cover victims with physical or learning disabilities.
Sexual Offending	✓	✓	✓	Liaise with key stakeholders to publicise electronic versions of the leaflet on sexual offences on their websites and identify other communications opportunities that may increase awareness of the leaflet.	Violent Crime Unit	N/A	March 2007	Ongoing

Business Area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
Domestic Violence	✓	✓	✓	<p>Monitor effectiveness of specialist court services and their provision of services for disabled people.</p> <p>Any issues raised will be used to strengthen the national delivery plan on domestic violence.</p>	Violent Crime Unit.	N/A	April 2008	Information of provision of both services and access to courts is sought as part of the application for specialist court status. This information will be considered as part of the selection criteria.
Domestic Violence				<p>Publish guidance on forced marriage in vulnerable adults in January 2007.</p> <p>Monitor and review equality impact of Forced MU work programme by April 2008.</p>	Violent Crime unit.	N/A	April 2008	Guidance on dealing with cases of forced marriage in vulnerable adults is included in the Practice Guidance for Social Workers.

Business Area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
Drug Strategy	✓	✓	✓	<p>Publish a diversity manual that will provide local partnerships and regional crime and drug teams with guidance on the statutory duties associated with delivering services for particular groups and communities.</p> <p>A Drug Strategy Diversity Forum is convened on an ad hoc basis. Part of its remit is to provide advice on diversity issues in policy development which may impact on the delivery of the Strategy.</p>	Drug Strategy Unit.	N/A	2008/09	<p>The Home Office published a new 10 year Drug Strategy and 3 year Action Plan on 27 February 2008. The new strategy will be implemented from 1 April 2008 onwards. An EIA was also completed.</p> <p>The new strategy contains a specific appendix on Diversity and Equality. The 3 year action plan also contains specific actions on ensuring that the requirements of all groups are met, including strengthening the capacity of local areas to meet all requirements by producing a refreshed Diversity Manual, and conducting an analysis of data and information sources relating to diversity over the course of 2008/09.</p> <p>In 2008/09 we will update the Diversity Manual which was released in 2006.</p>
Drug Strategy <i>(continued)</i>								

Business Area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
Anti-social behaviour	✓	✓	✓	Monitor ASBOs and their use on an ongoing basis, and adjust policy in response.	Head of Anti-Social Behaviour Unit.	N/A	Ongoing	We held a series of 16 seminars on anti-social behaviour tools and powers for practitioners and we are issuing guidance on the full range of tools and powers and helping victims and witnesses in anti- social behaviour cases. We have also set up a cross-Government ASB Governance Board which is expected to extend to the creation of a practitioners' sub group. We also have indirect contact with practitioners via the helpline which we fund.

Business Area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
Research Development and Statistics (RDS)	✓	✓	✓	During 2007/08 hate crime data, including those crimes motivated by disability, will be collected as a pilot in order to monitor the quality and reliability of data received.	Head of CRCSG – RDS.	N/A	Ongoing	The ACPO National Community Cohesion Team has been collecting Hate Crime data from police forces during 2007/08. However, the Annual Data Requirement has extended the piloting work with forces into 2008/09, reflecting the longer time it has taken than expected for local management information to be received onto the new Data Hub from police forces that would contain relevant information on Hate Crime.

Business Area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
Research Development and Statistics (RDS) ( <i>continued</i> )	✓	✓	✓	Active consideration will be given to the inclusion of disability information in all studies, where feasible.		Where inclusion in studies is not possible, other means will be sought to identify these issues.		An evaluation in July 2008 of service provision for domestic and sexual violence victims will assess the requirements of minority ethnic and LGBT victims.  Home Office researchers provide regular briefings to policy colleagues which are used to inform the funding decisions and the development of policy to address the particular requirements of victims from different population groups.
<b>NEW</b>	Development of a new 10 year Drug Strategy and 3 year Action Plan which was published on 27 February 2008. The new strategy will be implemented from 1 April 2008 onwards. As part of the development process an Equality Impact Assessment was prepared and published alongside the new strategy. The new strategy contains a specific appendix on Diversity and Equality. The 3 year action plan also contains specific actions on ensuring that the needs of all groups are met, including strengthening the capacity of local areas to meet all requirements by producing a refreshed Diversity Manual, and conducting an analysis of data and information sources relating to diversity over the course of 2008/09. Further details are available at: <a href="http://drugs.homeoffice.gov.uk/drug-strategy/overview/">http://drugs.homeoffice.gov.uk/drug-strategy/overview/</a>							

## Office of Security and Counter Terrorism

In May 2007, the Home Office took on the lead for developing, and co-ordinating the delivery of, the Government's strategy for counter-terrorism, CONTEST, through a newly established Office for Security and Counter-Terrorism (OSCT).

Business Area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
Office of Security and Counter Terrorism	✓	✓	✓	To ensure counter- terrorism powers are used in an appropriate and proportionate way.  Engagement with minority ethnic communities, including the Muslim community, in the UK.  Reassurance – about the nature of the counter terrorism powers and how they are used, through regular dialogue with community leaders and the offer of visits to see how the powers are used on the ground.	OSCT units, liaising with local communities and Department for Communities and Local Government.	Ongoing process, with need to be aware of other groups.	Corporate Spending Review (CSR) period with regular monitoring	Five months' consultation exercise undertaken in run-up to new CT legislation, including email address for members of the public and five regional seminars to discuss the proposals.  OSCT's counter terrorism (CT) Awareness Programme includes community visits eg to Dewsbury, Bedford, including Mosques and round-table discussions with all members of the community.
Office of Security and Counter Terrorism	✓	✓	✓	Consultation – with religious and other key stakeholder groups on new legislative proposals.	As above.	N/A	CSR period	As above: religious and other key stakeholder groups involved in consultation exercise for new legislation.

Business Area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
Office of Security and Counter Terrorism	✓	✓	✓	Section 44 – Stop and Search. Monitoring the use of the powers through the statistic returns; the appointment of an independent reviewer, currently Lord Carlisle; the publication of his annual report to Parliament; HMIC inspections and the process of ministerial confirmation of the use of the section 44 stop and search powers.	OSCT Prepare, OSCT Pursue, National Joint Unit, ACPO.	A review of the guidance on the use of section 44 powers is currently underway.	CSR period	Review of the guidance on the use of Section 44 powers underway. This will consider the circumstances when the power should be sought, the application process and the exercise of the power on the ground. Amended guidance will be published in November.
Office of Security and Counter Terrorism	✓	✓	✓	CT research into a range of issues around violent extremism including factors in radicalisation and how best to counter it, so that a cross-governmental approach can be taken.	OSCT Science and Innovation Unit social research team, in coordination with Prevent policy officials and researchers across government and relevant agencies, and with the engagement of external research communities.	N/A	CSR period	OSCT Science and Innovation Unit has published the first cross- Government Security and CT Science & Innovation Strategy; and identified cross-Government CT Science and Innovation research priorities. The unit will now prioritise and commission cross-Government CT research for 2009-10, including a new programme of social research, developing collaborative working with industry and academia.

Business Area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
Office of Security and Counter Terrorism	✓	✓	✓	Interventions to address the causes of disaffection in those vulnerable to radicalisation, in order to enfranchise them within the main stream and preventing recruitment to terrorism.	OSCT Prevent working with many key stakeholders.	Much of this strand of the CONTEST strategy is delivered by OSCT's partners.	CSR period	During 2007-08, OSCT and our partners agreed a new CONTEST Prevent strategy across Government, underpinned by a comprehensive set of programmes and a delivery plan. We have established a multi-agency programme in prisons, piloting a range of projects to provide support and protection for individuals who are vulnerable to radicalisation and extremist recruitment. We have developed a close dialogue with The Department for Communities and Local Government (DCLG) on work with communities and local government in the UK. We have provided guidance for higher education institutions and consulted on an action plan for further education institutions to help them tackle violent extremism and increase community cohesion.

Business Area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
Office of Security and Counter Terrorism	✓	✓	✓	To ensure communities are properly represented when formulating policies.	OSCT	N/A	CSR period	EIAs are carried out in some cases but this needs further work as part of the OSCT's E&D Action Plan.  During the run-up to the new CT legislation, OSCT contacted a wide range of stakeholders, inviting their input and attendance at regional seminars across the country. These included the British Muslim Forum, British Shia Muslim Council, British Sikh Consultative Forum, Catholic Bishops' Conference of England & Wales; Church of England; Faith Matter, Ismaili Council, League of British Muslims, Muslim Youth Helpline, The Methodist Church, The Office of the Chief Rabbi, Sufi Muslim Council and Zoroastrian Trust Funds of Europe.

## Identity and Passport Service

The Identity and Passport Service was established as an Executive Agency of the Home Office on 1 April 2006. The Agency builds on the strong foundations of the UK Passport Service (UKPS) to provide passport services and in the future, as part of the National Identity Scheme, ID cards for British and Irish nationals resident in the UK.

Business area/ Unit	R	D	G	Outcome	Action	Other considerations	Time Frame	Progress
All Equality Impact Assessment (EIA)	✓	✓	✓	Policies do not adversely impact on any sections of society.	Undertake Equality Impact Assessments: – all existing policies – all new policies.	Record of screening/full assessment to be held on file for each policy, in standard EIA proforma format. Quarterly report of EIA completions to HR E&D, Home Office diversity assessment report of progress required quarterly.  Training for those conducting EIAs is being conducted, align process with development/review of policies to support integrated passport/ID card applications process.	Complete high priority policy EIAs by end March 2008  Remainder by end 2008	IPS is looking at implementing a mechanism to record completed EIAs across its functions. All Interview Office Network (ION) policies have undergone the EIA process. To date, 54 EIAs have been conducted, this figure includes all ION policies and the following Employee Relations policies: Corporate Wear, Discipline, Outside Activities and Employment, Temporary Promotion/Deputising, Flexi Max and Lone Workers. At present EIA training is being undertaken by all directorates which has been endorsed by James Hall, IPS Chief Executive.

Business area/ Unit	R	D	G	Outcome	Action	Other considerations	Time Frame	Progress
All	✓	✓	✓	Managers at all levels demonstrate effective leadership on equality and diversity.	Positive action training initiatives are used to improve representation of under-represented groups.  Managers talent-spot staff from under-represented groups.		July 2007 and thereafter quarterly  Reviewed quarterly	Generic Diversity Key Performance Objective has been drafted and is currently being reviewed.  Building on the organisations valued behaviour framework, an initiative is being taken forward to recognise staff for demonstrating the behaviours. Communicating best practice and contributing to developing an organisational culture where diversity is mainstreamed into business plans and staff at all levels demonstrate effective leadership and behaviours on Equality and Diversity.
All	✓	✓	✓	The potential of under-represented groups is developed to create a representative workforce at all levels.	Positive action training initiatives are used to improve representation of under-represented groups.  Managers talent-spot staff from under-represented groups.	Training for those conducting EIAs is being conducted, align process with development/review of policies to support integrated passport/ID card applications process.	July 2007 and thereafter quarterly	IPS currently has a member of staff participating on the Leaders UnLtd scheme and 2 members of staff participating on the Strategic Diversity Action Team (SDAT) Leaders of the Future scheme.  IPS encourages staff to apply for the Home Office Positive Action Scheme to realise the potential of under - represented groups and particularly disabled, female and BME staff to support IPS in achieving its Home Office 3 Year Diversity Strategy and Cabinet Office 10 Point Plan targets.

Business area/ Unit	R	D	G	Outcome	Action	Other considerations	Time Frame	Progress
All	✓	✓	✓	A working environment is created where staff respect and value each other's diversity.	Staff are given access to appropriate diversity training opportunities. Complaints and grievances are dealt with quickly and appropriately and a full record is made. Flexible working and work/life balance initiatives are made available to as many staff as possible.	Report requires evidence of good practice and pro-active work. Home Office diversity assessment report of progress required quarterly.	July 2007 and thereafter quarterly	To date 64% of staff have completed Equality and Diversity Training. This training is available to all members of staff. IPS currently has an e-learning package for all staff and a 1 day course for managers. IPS plans to collaborate with Home Office and UK Border Agency on the new diversity training they are developing.  The new Learning and Development website, Kallidus, has the facility to determine who in the Agency to date hasn't completed the e-learning course.  The Regional Complaints and Grievance monitoring forms have been updated for 2008 to gather information around the duration of each case, to ensure that they are dealt with quickly and appropriately.  IPS has a flexible working policy in place which is accessible and available to all members of staff.

Business area/ Unit	R	D	G	Outcome	Action	Other considerations	Time Frame	Progress
Private Office	✓	✓	✓	Policies, advice and recommendations do not adversely impact on any section of society.	Consider impact on diverse groups before submitting responses or advice to ministers.	All responses to ministers to meet deadlines. Monitor submissions and advice.		All ministerial submissions are screened for EIA. Equality issues are considered during the Quality Assurance process. All complaints are recorded and potential discrimination cases are flagged.
Commercial	✓	✓	✓	Partners, contractors and suppliers meet similarly high standards in the area of equality and diversity.	Ensure partners and other service providers are aware of IPS's responsibilities. Establish and maintain robust monitoring arrangements.	Ongoing need for all new contractors to be equality assessed against IPS standards. Formal recording of contractor equality data on relevant files.	Annual check of continuing commitment of partner organisations.	Procurement are currently working on a 'Company DDA Impact Assessment Form', which when finalised will go out to potential suppliers. In addition IPS is now engaged in discussions with bidders regarding the National Identity Scheme (NIS) Strategic Supplier Framework. In advance of this IPS has obtained agreement from incumbent suppliers and Agencies involved, to implement and maintain Ethical Walls.

Business area/ Unit	R	D	G	Outcome	Action	Other considerations	Time Frame	Progress
Service Delivery and Planning	✓	✓	✓	Services are tailored to address specific local customer needs, where they exist.	Research local community population data for each office.  Develop links with local organisations representing diverse groups.	Regular reviews to identify changing local population patterns Links with local representative groups to be regular and ongoing Consideration to be given to how to measure success.  Local initiatives to be recorded and reported as part of review of this scheme.	By December 2007	Work is ongoing to identify local customer needs. Local BME population figures show that IPS represents the communities we serve. Research in this area is ongoing to gather data to ensure IPS tailors its services to meet customer requirements. Leaflets and application forms are already available in large print and in the Welsh language.
Service Delivery and Planning	✓	✓	✓	A safe environment is provided for staff and customers.	Conduct risk assessments of all offices.  Determine optimum frequency for risk reviews.	Local action plans to be drawn up as necessary.  Local assessments to be reported to Estates and copies of reports held on file.	Complete physical	Risk assessments continue to be undertaken within Regional Offices, on a rolling basis and if/when circumstances change. As and when new ION offices are commissioned, risk assessments are being undertaken.
Service Delivery and Planning	✓	✓	✓	Customers and staff are provided with a safe and respectful environment.	Ensure practices are culturally sensitive, but do not expose staff or customers to harm.  Carry out risk assessment and annual review of public counters. Provide cultural awareness training for customer-facing staff.	Risk assessments recorded in risk register Training evaluation recorded.	Roll out training to security staff by December 2007  By April 2008	IPS successfully developed and embedded cultural diversity training in partnership with the Security Guard supplier in May 2007. To improve the validity of this training we held focus groups consisting of IPS staff from different cultural and religious backgrounds and some with disabilities. This ensures that Security Guard personnel engage appropriately and sensitively with issues relating to IPS customers.

Business area/ Unit	R	D	G	Outcome	Action	Other considerations	Time Frame	Progress
Service Delivery and Planning		✓		IPS sets the example for best practice in identity management across government.	Audit our services, premises and systems to ensure that we provide a level of customer service that meets Disability Discrimination Act 2005 (DDA) requirements. This includes ensuring that information is equally accessible to all sections of society.		Ongoing	DDA assessments have been undertaken within Regional Offices and ION offices. Lessons learned in terms of the height of counters and access to PDQ payment machines have been shared across IPS sites and remedial action taken where necessary.
Service Delivery and Planning			✓	A safe environment is available for customers and staff.	Ensure that customers and staff do not suffer disadvantage as a result of service delivery policies or environment.  Ensure that procedures are in place to deal with threatening or abusive situations involving customers and staff.  Customer Survey, customer complaints, mystery shopper feedback and staff survey.		Review staff training as necessary  April 2008	Security audits, risk assessments and local management intervention, policy and procedure continue to ensure safe working environments.

Business area/ Unit	R	D	G	Outcome	Action	Other considerations	Time Frame	Progress
Service Delivery and Planning			✓	Transsexual and transgender customers do not experience discriminatory or unfair treatment by IPS or its partners.	Review all policies that could impact on transsexual and transgender customers. Ensure legislation concerning disclosure of gender identity is complied with.	Consider training for staff to raise awareness of the requirements for transsexual and transgender customers within IPS.	March 2008	EIA training is planned and a wide range of Service Planning and Delivery staff are scheduled to attend. An e-learning equality and diversity package is in place to educate staff. In addition, staff have attended agenda open days in the UK.
Strategy	✓	✓	✓	All staff are valued and excellence is recognised.	Ensure that all staff are eligible to participate in the Celebrating Success schemes.	Conduct annual Celebrating Success events, and review results by diversity strand.	Monitor and record data for Celebrating Success	This has been a particularly successful area. Of the Celebrating Success nominees there was an equal spread across the Agency. The scheme is open to all staff, there is no criteria.
Strategy	✓	✓	✓	All staff have an equal opportunity to contribute to continuous business improvement.	Ensure that all staff are eligible to participate in the Brightsparks scheme. Review the Brightsparks scheme in conjunction with IdeasUK to understand the diversity challenges.	Conduct review of Brightsparks in conjunction with IdeasUK. Monitor and record data for Brightsparks.		All staff are eligible to participate in the scheme. IdeasUK attended IPS August 07 for an external benchmark and to review the scheme. Outcome was the accessibility of the scheme is adequate. Data on grade and teams participation is recorded and monitored. One of the Brightsparks Managers key performance objectives, is to ensure the scheme is available and attractive to a wide range of staff.

Business area/ Unit	R	D	G	Outcome	Action	Other considerations	Time Frame	Progress
Strategy	✓	✓	✓	Home Office policies on environmental issues are implemented.	Review current Greening Policy to ensure compliance with diversity requirements.	Publish policy review.	December 2007	The IPS Sustainable Development Policy complies with all aspects of the wider Home Office Sustainable Development Policy which covers government diversity requirements. In addition to this IPS have a Sustainable Procurement Policy which specifically requires the Agency to comply with fair trade and diversity principles.
Strategy	✓	✓	✓	IPS remains legally compliant.  Conduct risk assessments and raise awareness of risk practices.	Present corporate information in a way that demonstrates an awareness of IPS's legal responsibilities.  Conduct risk assessments and raise awareness of risk practices.	Compile and review risk register.	Complete risk assessments by March 2008	IPS uses an on-line Risk Management tool called the Acertus Governance System to enable IPS to identify risks and mitigating action and then track progress of these activities.

Business area/ Unit	R	D	G	Outcome	Action	Other considerations	Time Frame	Progress
Strategy	✓	✓	✓	Engaging with our diverse customers enables us to provide an equitable and continually improving service.	Develop a customer engagement strategy that can assist the equality impact assessment of new services and innovations.	Publication of strategy and continuous review.	Develop customer engagement strategy by March 2008	<p>The IPS Management Board approved the Strategic Relationships Strategy (SRS) in December 2007. The strategy outlines the objectives and challenges IPS faces around the involvement and interaction of external stakeholders and partners, related priorities. In addition, the establishment of a Strategic Partners Forum will develop effective cross-directorate working and a Senior Champions forum will form a feedback loop for implementation with progress measured against a balanced scorecard.</p> <p>The customer engagement strategy is now embedded in IPS market research briefs to external agencies. Any appropriate information received via market research will be used to assess the requirements, attitudes and behaviour of IPS customers. This is now the responsibility of Business Development and Marketing Directorate.</p>

Business area/ Unit	R	D	G	Outcome	Action	Other considerations	Time Frame	Progress
Business Development and Marketing	✓	✓	✓	IPS continues to display the Charter Mark, indicating excellence in customer service.	Work with appropriate local government networks and the community to develop an active presence in the local community.	Charter Mark used in all customer communications. Charter Mark accreditation published on Exchange.	Annual Review	The Charter Mark has a dedicated team working on updating all documents, processes and procedures, including links with local government networks and communities. This work has been at the forefront of the BDM directorate vision.
Business Development and Marketing	✓	✓	✓	Engaging with our diverse customers enables us to provide an equitable and continually improving service.	Monitor, review and analyse effectiveness of channels of communication to different groups, and audit for discrimination. Measure customer confidence by race, gender, identity, disability, age, religion or belief, and sexual orientation.	Record and report customer satisfaction trends. Publish revised documents on Exchange and/or website, as appropriate Office diversity assessment report of progress required quarterly.	Complete communication audit by December 2008 Dis-aggregate customer satisfaction data for all diversity strands by September 2007 Report progress to HR E&D July 2008 and thereafter quarterly	Significant engagement with diverse customers has taken place over the last 6 months and the results have been positive, as detailed in the market research reports.  Currently we are engaging more widely with our customers and monitoring for discrimination through market research.  A communication audit is scheduled to be carried out by Dec 08.

Business area/ Unit	R	D	G	Outcome	Action	Other considerations	Time Frame	Progress
Business Development and Marketing	✓			IPS is better able to address the needs of BME customers and staff.	Develop links with local organisations representing diverse ethnic groups.  Consult with BME communities to design appropriate systems and processes.	Monitor service improvement and satisfaction ratings.  Records of consultation to be maintained on file.	Ongoing	BDM have appointed a Customer Champion at Grade 7 to lead on this work.  This role is described by BDM as being "the conscience of the organisation when considering customer related issues and requirements".  Links with local groups have been established and regular working group and consultation sessions have been set up with BME communities.  This work is being taken forward by the Strategy directorate.
Business Development and Marketing	✓			Research requests are sensitive to the race equality policy.	Conduct analytical research to support the Integrated Change Programme.	Research published.	Complete Research by March 2008	All research requests are sensitive to the race equality policy in line with operating procedures.  The Customer Champion role is developing, but currently involves supporting projects to determine whether market research is needed in relation to particular groups.

Business area/ Unit	R	D	G	Outcome	Action	Other considerations	Time Frame	Progress
Business Development and Marketing		✓		IPS conducts identity management, authentication and verification in ways that are free from disability discrimination and are beneficial to the Government, public and UK society.	Ensure that our procedures for safeguarding identity are rigorous and non-discriminatory.  Develop a strategy for improving facilities for customers by involving organisations representing people with a disability.	Record all outcomes with specific reference to compliance with disability best practice.  Involve staff and customers with disabilities in review through regular consultation.	December 2008	New procedures have been written to line up with this guidance. Relationship strategy issues will be explored.
Business Development and Marketing		✓		All IPS communications comply with disability best practice.	Ensure communication strategies have due regard to the specific duties under the Disability Discrimination Act 2005.  Review all communications to comply with the need to promote positive attitudes towards disabled people.	Record all outcomes with specific reference to compliance with disability best practice.  Involve staff and customers with disabilities in review through regular consultation.	June 2008	Internal strategies have been put in place but the monitoring process is ongoing as the strategies will be updated in line with changing requirements.

Business area/ Unit	R	D	G	Outcome	Action	Other considerations	Time Frame	Progress
Human Resources	✓	✓	✓	IPS is viewed as an employer of choice.	Establish and maintain robust employment monitoring systems and publish statistics annually.	Benchmark IPS performance against other public sector/Home Office departments. Provide annual lessons learnt to inform employment monitoring data capture.	Publish quarterly and annually	IPS is committed to publishing annual employment monitoring statistics. The 2005/2006 IPS Annual Employment Monitoring Report (EMR) is published on the external website. The 2006/2007 is due to be published by the end of May 2008.
Human Resources	✓	✓	✓		Deliver a quality learning and development programme to meet individual and business needs, and audit the training process to check for bias or unfair discrimination.  Ensure implementation of Valued Behaviours is fair to all staff.	Conduct routine learning and development evaluation for all learning events Review Valued Behaviours.		Valued Behaviours are implemented across IPS and different levels are assigned to each grade.  Building on the organisations valued behaviour framework, an initiative is being taken forward to recognise staff for demonstrating the valued behaviours therefore communicating best practice and contributing to developing an organisational culture where diversity is mainstreamed into business plans and staff at all levels demonstrate effective leadership and behaviours on Equality and Diversity.

Business area/ Unit	R	D	G	Outcome	Action	Other considerations	Time Frame	Progress
Human Resources	✓	✓	✓	The best people are recruited to IPS.	Audit recruitment process to identify/eliminate any bias.	Monitor success of different media approaches.	Complete audit of recruiting process by March 2008	An internal audit has taken place which meets the Civil Service Commissioners compliance and monitoring annual questionnaire. Monitoring the success of different media is on-going. IPS produces recruitment data across diversity strands as part of the annual EMR.
Human Resources	✓			Home Office targets for BME representation are achieved.	Take steps to improve representation of BME staff at SCS grades to meet Home Office targets.	Consider positive action initiatives to assist in meeting target.  Review achievement through quarterly and annual employment monitoring data.	Target date is 2008	Currently figures show that IPS is currently unable to display if it is meeting the SCS targets set by the Home Office as 47% of SCS ethnicity is unknown. IPS is now looking at ways to address this. In addition, IPS is committed to improving representation of BME staff at SCS level. To achieve this, IPS encourages staff to apply for the Home Office positive action programme, 'Leaders of the Future' which is aimed at BME, disabled, women and LGB staff.

Business area/ Unit	R	D	G	Outcome	Action	Other considerations	Time Frame	Progress
Human Resources		✓		Home Office targets for representation of staff with a disability are achieved.	Take steps to improve representation of SCS staff with a disability to 3.2%.	Consider positive action initiatives to assist in meeting targets.  Review achievement through quarterly and annual employment monitoring data.	Target date is 2008	IPS has collected analysed and reported on statistical information of SCS representation relating to employment.  Latest employment statistics show that IPS is not meeting is target of 3.2%. This work will be taken forward as IPS implements the Home Office 3-Year Diversity Strategy.
Human Resources		✓		Corporate information is presented in a way that demonstrates an awareness of IPS's responsibilities under disability legislation.	Publish an annual employment monitoring report which clearly shows disability data, to inform further action.  Review the processes for the preparation and distribution of documentation Use the E&D Communication Strategy to support line managers of staff with disabilities.	Consult with staff and customers with disabilities in order to refine communication strategy Refine data capture and analysis to address gaps in information.  Include lessons learnt exercise at each year-end monitoring period.	March 2008	IPS is committed to publishing annual employment monitoring statistics.  All forms of communicating this document meet legal requirements e.g. Large print, Welsh.  E&D communication strategy available on Exchange for managers and staff. Strategy is easily accessible.

Business area/ Unit	R	D	G	Outcome	Action	Other considerations	Time Frame	Progress
Human Resources			✓	Men and women have equal opportunity, from recruitment to progression, within IPS.	<p>Ensure that recruitment policies and practices do not discriminate against women or men.</p> <p>Ensure that opportunities for development and progression are equitable for women and men.</p> <p>Ensure that access to learning and development activities is equitable.</p> <p>Identify where positive action measures are required to ensure that women and men are not under-represented within IPS.</p>	<p>Review the necessity for positive action initiatives to address gender imbalance.</p> <p>Review quarterly and annual EMR to identify trends.</p>	Sept 2008	<p>An internal recruitment and selection audit has taken place which showed no form of bias.</p> <p>Promotion/probation and progress are monitored and published in the annual EMR. Action plans are developed if necessary to address any imbalances.</p> <p>All members of staff are encouraged to development themselves via their Performance Development Plans (PDP's). There is a learning library which is open to all staff as well as the agencies. Training is also monitored as part of the Annual Monitoring report.</p> <p>IPS encourages staff to apply for the Home Office Leaders of the Future scheme.</p>
Human Resources			✓	Any pay gap within IPS is identified and addressed.	<p>Conduct an equal pay audit.</p> <p>Write an equal pay policy.</p> <p>Address any pay gap.</p>		April 2008 Publish results of equal pay audit Annual review	Work is ongoing in this area.

Business area/ Unit	R	D	G	Outcome	Action	Other considerations	Time Frame	Progress
Human Resources			✓	Women and men have equal access to work/life balance opportunities.	Encourage greater take-up of flexible working initiatives by male and senior employees.	Consider additional targeted publicity for specific work/life balance initiatives. Record take-up of work/life balance initiatives by gender and map trends.	April 2008	Flexible working arrangements are monitored for all staff including senior managers.
Human Resources			✓	Transsexual and transgender staff do not experience discriminatory or unfair treatment within IPS.	Review all employment policies that could impact on transsexual and transgender staff. Ensure legislation concerning disclosure of gender identity is complied with.	Consider training for staff to raise awareness of the requirements for transsexual and transgender staff within IPS.  EIA process explicitly considers the employment policies in relation to transsexual and transgender staff and this work is recorded.	March 2008	IPS's policies and publications are implemented in consultation with a:genda. Also, EIA training is being rolled out to ensure all policies do not have an adverse impact on any diversity strands.  IPS has worked with a:genda around best practice for customers using our service, protecting against disclosure. Internally, staff are aware of the Data Protection Act relating to personal information. IPS is also working with a:genda on a guide for managers on handling transgender issues.

Business area/ Unit	R	D	G	Outcome	Action	Other considerations	Time Frame	Progress
Human Resources			✓	Home Office targets for representation of women in SCS are met.	40% of the SCS to be women 30% of top management posts to be filled by women.	Consider positive action initiatives to assist in meeting targets.	Target is 2008 Review achievement through quarterly and annual employment monitoring data	Latest employment data shows IPS currently has 43.3% women at SCS grade. Recruitment and Selection also place jobs on websites aimed at women to increase the number of applicants. IPS advertises at www.wherewomenwork.com

Business area/ Unit	R	D	G	Outcome	Action	Other considerations	Time Frame	Progress
National Identity Scheme (NIS) Programme Delivery and Chief Information Office (CIO)	✓			The new identity verification processes take into account the needs of all ethnic groups.	Conduct full testing of ION infrastructure to ensure that there is no adverse treatment of BME groups.  Conduct testing to ensure technology and processes do not cause variation in the service offered to different ethnic groups.	Customer satisfaction surveys Customer consultation.	Complete technical testing by March 2008.  Complete by March 2008	As part of the development of the IPS and ION polices and procedures, IPS commissioned extensive research to capture customer experiences. This customer experience testing took place between November 2006 and April 2007 with 45 volunteers, who had particular requirements including limited mobility, hearing impairment, speech impairment, BSL users and learning disabilities. This research highlighted issues relating to IPS customer letters and leaflets and concerns regarding office layout and interpreter arrangements. Training on raising awareness of disabilities is ongoing as part of the EIA process and consultation to identify solutions. IPS will work with relevant groups to ensure no adverse impact.
NIS Programme Delivery and CIO		✓		New ways of working and use of technology do not discriminate on grounds of disability.	Develop partnerships with communities and disability organisations to take forward customer stakeholder panels in developing new initiatives.	Record all outcomes with specific reference to compliance with disability best practice. Involve staff and customers with disabilities in review through regular consultation.	December 2008	Customer Champion has been appointed to work with local communities and organisations to develop customer stakeholder management.

Business area/ Unit	R	D	G	Outcome	Action	Other considerations	Time Frame	Progress
Finance and Performance		✓		To ensure our estates are fully accessible to staff and customers with disabilities.	<p>Involve customers and staff with disabilities in improving access to premises.</p> <p>Conduct audit of IPS premises.</p> <p>Critically assess potential new premises.</p> <p>Develop a policy that ensures disability equality in workplace and public premises design.</p>	<p>Record all outcomes with specific reference to compliance with disability best practice.</p> <p>Involve staff and customers with disabilities in review through regular consultation.</p>	December 2008	<p>A disabled member of staff (wheelchair user and Chair of Home Office Disability Network-HODS) was involved in the procurement exercise to ensure photo booths were accessible across IPS. Consultation included working with Procurement and Diversity to produce accessible and legal specification. The Chair of HODS was also involved in auditing premises to ensure DDA compliance across the Interview Office Network.</p> <p>Prior to implementing design a full consultation takes place with HODS and EFD.</p>

## Criminal Records Bureau

The Criminal Records Bureau (CRB) was established in March 2002 under Part V of the Police Act 1997 in response to public concerns about the safety of children and vulnerable adults. It became an Executive Agency of the Home Office in 2003 and is a public-private partnership (PPP) with Capita. Its aim is to help organisations in the public, private and voluntary sectors by identifying candidates who may be unsuitable to work with children or other vulnerable members of society. It achieves this through providing the Disclosure Service, which enables organisations to gain access to important criminal and other relevant information for recruitment and licensing purposes.

Business area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
Criminal Records Bureau (CRB)	✓	✓	✓	To ensure director-level ownership of the CRB RDG Action Plan and prioritisation of its implementation through the decision- making of the CRB Executive Team and Management Board.	CRB Head of Equality (Director of Resources and Strategy); CRB CEO and executive and non-executive members of the CRB Executive Team and Management Board.	Commitment at this level demonstrates that equality and diversity is a key priority for CRB and provides a good example to staff at all levels.	May 2007 – April 2008	CRB RDG Scheme presented and approved by the CRB Executive Team in May 2007, ensuring awareness and ownership of equality and diversity matters. Statement of commitments on equality and diversity to be included in CRB Business Plan 2008, to be circulated to all staff on completion.

Business area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
CRB	✓	✓	✓	To ensure direct communication of CRB RDG Action Plan requirements and objectives with senior managers in each CRB business area.	CRB Head of Equality (i.e. Director of Resources and Strategy) and members of the CRB Equality Forum.	N/A	June 2007	<p>CRB Equality Forum (EF) established in May 2007 consisting of:</p> <ul style="list-style-type: none"> <li>• Director of Finance and Resources (Chair);</li> <li>• Head of Policy (Vice Chair);</li> <li>• E-channel Project Manager;</li> <li>• Vetting and Barring Scheme Project Manager;</li> <li>• Head of Customer Relations;</li> <li>• Head of Secretariat;</li> <li>• Head of Procurement;</li> <li>• Head of Communications;</li> <li>• Head of Operations;</li> <li>• Senior Human Resources Manager.</li> </ul> <p>Establishment of the DRG Equality Scheme, its Action Plan and the Equality Forum were communicated to all CRB Staff via the monthly Team Brief in May 07. All staff were requested to familiarise themselves with the content of scheme and Action Plans.</p>

Business area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
CRB								EF meets on a quarterly basis. In the interim, individual meetings are held with senior managers and Action owners to inform them of Action Plan requirements and remind them of their specific obligations and responsibilities.  Further communications strategy planned for 2nd quarter of 2008.
CRB	✓	✓	✓	To ensure that senior managers address the specific requirements of the Action Plan relevant to their business area.	CRB Head of Equality (i.e. Director of Resources and Strategy) and members of the CRB Equality Forum.	N/A	July 2007	Meetings held with Action owners within relevant business areas to discuss progress against Action Plan requirements throughout 2007/8. Performance monitored by the Equality Forum and assisted since February 2008 by a dedicated 3- person team in the CRB Policy Section to monitor and chase progress on a regular basis.

Business area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
CRB	✓	✓	✓	To ensure ongoing monitoring of the implementation of the Action Plan in the medium term.	CRB Head of Equality (Director of Resources and Strategy) and members of the CRB Equality Forum.	N/A	Ongoing	Dedicated team leading on Equality within CRB Policy team, consisting of 1 x part time SEO, 1 x HEO and 1 x EO, established February 2008; to assist the CRB Equality Forum and to monitor progress against Action Plan requirements. Meetings held with Action Owners in January/February 2008, schedule on Corporate File Plan: Action Owners reported any progress they had made and work still to be done. Minutes from meetings saved to Corporate File Plan and actions updated on original three RDG Action plans, saved as versions 0.2 and 0.3. Follow up meetings with all Action Owners to be completed by the end of April.

Business area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
CRB	✓	✓	✓	To ensure ongoing Agency understanding of legislative requirements and changes.	CRB Head of Policy.	N/A	Ongoing	CRB Head of Policy and dedicated Equality team within CRB Policy maintain up to date knowledge and awareness of current legal obligations and maintain regular contact with SDAT to ensure necessary compliance with legal and other Home Office requirements.  Active promotion of EIA Training within CRB for staff involved in formation, delivery and monitoring of policies at Grades HEO and above, resulting in a CRB organised course in March 2008. Further courses to be organised and completed by the end of June 2008.  Planned promotion of legal requirements to conduct EIAs and EIA Training through CRB Staff Team Brief and CRB Internal Communications, beginning April 2008.
CRB	✓	✓	✓	To undertake an Annual Review of the progress of the Action Plan objectives and decisions taken by the Equality Forum.	CRB Head of Internal Audit and CRB Equality Forum.	N/A	May 2008	Annual audit to be conducted in Qtr 2 2008 by CRB Head of Internal Audit.

Business area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
CRB	✓	✓	✓	To identify business activities under development for review and impact assessment.  To identify and address potential adverse impact for each equality group via gap analysis of business functions.	CRB Equality Forum in consultation with senior managers.	N/A	Ongoing - as business activity develops.	Equality Forum members have been invited to identify relevant business activities for review. Initial Impact Assessments and Equality Impact Assessments conducted as required.  Initial Impact Assessments (IIAs) conducted on new CRB Registration Management processes in June and October 2007, resulting in further assessment to be conducted in April 2008; on the new CRB Managing Development and Achievement (MDA) process and on the new Flexi Working Hours (FWH) policy. Currently awaiting Forum decision on both IIAs.
CRB	✓	✓	✓	To identify the existing business activities for review and impact assessments under the specific duty. To identify and address potential adverse impact for each equality group	Through the CRB Equality Forum in consultation with senior managers.	N/A	Sept 2007	Existing policies and procedures to be reviewed by end of 2008. When we identify and review our existing business activities and impact assessments under each specific duty, we will if necessary, consult with external customer groups on equality matters through the CRB Consultative Panels.

Business area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
CRB	✓	✓	✓	<p>Initiation of Initial Impact Assessment (IIA) process for business activities in development.</p> <p>To identify potential adverse equality impact (if any) and the requirement for full Equality Impact Assessment (EIA).</p>	By senior managers of each key business function in line with CRB Guidance and with approvals by CRB Equality Forum.	N/A	Ongoing	Relevant senior managers invited to conduct Initial Impact Assessments (Preliminary Screening) prior to consideration of full EIAs for all business activities in development. Initial Impact Assessments (Preliminary Screening) conducted on new CRB Registration Management processes in June and October 2007, resulting in a further assessment to be conducted in April 08; on new Flexi Working Hours (FWH) Policy in March 2008, decision pending on a Full EIA for FWH Policy.
CRB	✓	✓	✓	<p>Initiation of Initial Impact Assessment (IIA) and, if necessary, full Equality Impact Assessment process for existing business activities. To identify potential adverse equality impact (if any) for each Equality group.</p>	By senior managers of each key business function in line with CRB Guidance and with approvals by CRB Equality Forum.	N/A	Ongoing	CRB to review Policies and Procedures by end of 2008.  Initial Impact Assessment and potentially full EIA to be conducted on new CRB application form in second quarter of 2008.

Business area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
CRB	✓	✓	✓	<p>To ensure that data captured via the Management Information Support (MIS) Team and the CRB HR Transactions Team on the configuration of CRB staff and the CRB customer base is comprehensive to enable use in the initial and full impact assessment process.</p> <p>To ensure that hidden adverse equality impact is identified across internal and external customer groups via the analysis of accurate qualitative data.</p>	CRB Human Resources Transactions Manager.	N/A	Immediate and Ongoing.	CRB currently stores equality monitoring information on the configuration of its workforce on the IRIS system. This data is collected on point of entry, via equality monitoring form. The information will be subject to regular updates and data cleansing process. A review of internal data capture was conducted and a paper presented to the Equality Forum in March 2008 to inform positive future action. IRIS is an interim measure and a proposed move to Adelphi has been deferred. CRB is currently commissioning a new integrated HR system which should assist in the collection and monitoring of equality monitoring data with the intention to transfer to Home Office Shared Services at a later date.

Business area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
CRB	✓	✓	✓	<p>To ensure that promotion/development opportunities are brought to the attention of and made available to both internal and external customer groups through comprehensive communication channels. This includes:</p> <ol style="list-style-type: none"> <li>1. A review of existing advertising methods to discuss accessibility by all equality groups.</li> <li>2. Review internal selection processes to ensure removal of undue bias.</li> </ol>	Human Resources Business Advisors Team.	N/A	Ongoing	<p>Review of Recruitment completed by Senior Human Resources Business Advisor and submitted in a report to Director of Finance and Resources on 29/11/2007. Internal customers consulted to inform the Report were: post owners; Directors; recruitment administrators; successful and unsuccessful candidates; Trade Union. External customers consulted were: Cabinet Office (CO); various Other Government Departments (OGD); successful and unsuccessful candidates.</p> <p>Audit of Recruitment entitled 'Review of Vacancy Filling' completed by CRB Internal Audit team and issued 23/01/08. Customers consulted were successful and unsuccessful internal and external applicants.</p> <p>Some issues established regarding accessibility. Recommendations under consideration by HR Business Advisors Team. Messages informing staff of job advertisements carry message to be cascaded to those without access.</p>

Business area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
CRB				3. Ensure ongoing use of representative selection panels.				<p>Following review, application forms for internal posts were fully anonymised and successfully trialled during EO Generic Recruitment campaign in February 2008. This includes the use of non-gender specific line manager comments.</p> <p>Recruitment Advisor consulted Policy and Equality Advisor in review of Disability statement on CRB Application form in February 2008, and recommendations will be considered shortly.</p>

Business area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
CRB	✓	✓	✓	To review existing Performance Management arrangements and ensure their effective and accurate implementation to all user groups.	Human Resources Projects Manager and Human Resources Business Advisors Team.	N/A	January 2008	<p>In early 2007, CRB piloted use of Managing Development and Achievement (MDA) as a new performance management system to replace Performance Management Review (PMR). Pilot highlighted no equality issues.</p> <p>New system fully implemented across the Agency in January 2008 and an Initial Impact Assessment conducted. Existing staff fully trained in MDA procedures September – December 2007. Training groups were composed across all Grades and backgrounds. CRB postholders attended a one day session, line managers an additional half day session. Mop up sessions were held in January 2008. Equality Monitoring information was included in the feedback sheets at each session. Results collated on the Corporate File Plan.</p> <p>The CRB have set up a Continuous Improvement Forum to monitor the MDA process. We will ensure that the Forum has access to the captured equality monitoring data and will consider all equality issues.</p>

Business area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
CRB	✓	✓	✓	<p>To ensure that exit interviews are offered to all leavers. The information gathered will inform statistical collation and monitoring. This includes:</p> <ol style="list-style-type: none"> <li>1. Ensuring that managers use existing guidance to conduct exit interviews. (Additional training to be provided as required.)</li> <li>2. Monitoring and reviewing the uptake of exit interviews and data relevant to key equality groups.</li> </ol>	Human Resources Business Advisors Team.	N/A	Ongoing	<p>The responsibility to conduct Exit Interviews transferred from Human Resources directly to Line Managers in 2006. Information collected by Line Managers is fully anonymised and stored by HR. Circular issued in December 2007 reminding Line Managers of their responsibility. Procedure available on Corporate File Plan. Existing statistics to be reviewed in Quarter 2 to identify gaps and/or cause for action.</p> <p>Consideration of this practise has highlighted that the quality of information may be subjective in cases where a member of staff leaving feels unable to discuss issues with their line manager, therefore the process should be reviewed.</p>

Business area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
CRB	✓	✓	✓	To ensure that all staff understand current CRB discrimination, harassment and bullying (DHB) policy with particular consideration to potential impact on key equality groups.	Human Resources Business Advisors Team.	N/A	February 2008	The CRB Executive Team has stated its intention to move towards closer alignment with Home Office policies and procedures in this area. Pending this, DHB awareness training was deferred until agreed policies are in place. However due to not securing a date for this, training sessions will be scheduled within the next 3 months in line with the current policies and procedures. Meeting held with CRB training and development manager to discuss options. Training and Development Manager presented a paper on current arrangements to the CRB Equality Forum (EF) on 11/03/08.
CRB	✓	✓	✓	To ensure independent resources are employed to facilitate the effective management of investigations (from both internal and external stakeholders) into allegations of discrimination, harassment and bullying.	Human Resources Business Advisors Team and Human Resources Project Manager.	N/A	Ongoing	HR Projects Manager has conducted a review of current arrangements. Current HR Policy makes provision. However an alignment to Home Office policy should follow in due course. This is currently delayed due to active policy review by Home Office.

Business area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
CRB	✓	✓	✓	Provide support to investigation manager (policy, legal and procedural advice).	Human Resources Business Advisors Team.	N/A	Ongoing	On an ongoing basis we will: 1. Consider sensitivities and detail of each case; 2. Identify required resources and timeframe; and 3. Meet regularly with the investigator to identify requirements.
CRB	✓	✓	✓	To ensure that the CRB collates appropriate statistical information on the reasons for employee grievances within the organisation.  To ensure that the reasons for employee grievances are addressed appropriately by CRB HR Specialists.  To identify unfair treatment and discrimination and to take appropriate remedial action, as required.	Human Resources Manager and Human Resources Business Advisors Team.	N/A	Ongoing	CRB HR Business Advisors Team is responsible for keeping records on employee grievances which are dealt with under CRB procedure and HR Business Advisers administer guidance and support to ensure the application of policy is administered correctly. Statistics can be reported upon request.  CRB Grievance policy and procedures accessible via the Corporate File Plan. Human Resources Business Advisors address grievances raised within specified time frames.

Business area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
CRB				<p>1. Ensures appropriate reporting mechanisms are in place by integrating existing data sources into a multi-purpose database.</p> <p>2. Ensure that targeted training of individuals/business is delivered to address race/disability/gender discrimination.</p>				<p>The CRB Training Manager has drafted a Learning and Development strategy which incorporates training to address race/disability/gender discrimination. This strategy is under consideration at the moment and we are looking to have this agreed in April 08 and communicated to all staff following this.</p>
CRB	✓	✓	✓	<p>Review the requirements for consultation with representative groups on improving service provision for access to the CRB Disclosure Service by all RDG equality groups. Consult as required in relation to service improvements.</p>	Head of External Communications.	N/A	Ongoing	<p>Survey conducted in December 2007.</p> <p>By 31 Mar 08 the team will produce a report detailing the following:</p> <p>Customer profile in terms of gender;</p> <p>Current usage service by gender;</p> <p>Comparison of satisfaction ratings between this equality group and the customer base; and</p> <p>Recommendations.</p> <p>The report will then be considered by the Equality Forum in the second quarter of 2008.</p>

Business area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
CRB	✓	✓	✓	Review current arrangements for the capture of data on external customer groups to identify potential adverse equality impact and inform service improvements.	Director of Resources and Strategy.	N/A	Immediate	Review of external data capture arrangements conducted in August/September 2007. Paper presented to Equality Forum in October 2007. The decision was to conduct an Equality Monitoring Survey of a statistically significant sample of CRB applicants in Quarter 1 2008. Included an Equality Monitoring Survey of respondents to CRB public consultation on revised Code of Practice in Quarter 4 of 2007. Also included Equality Monitoring questions in CRB Ipsos/MORI Customer Satisfaction Survey of CRB Registered Body Community in December 2007. By 31st March the External Communications team will have reviewed the data to assess whether there has been any adverse equality impact and this will be covered in their report, which will be reviewed by the Equality Forum in the 2nd quarter 2008.

Business area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
CRB	✓	✓	✓	Utilise customer feedback via complaints and other mechanisms to identify adverse disability/race/gender equality impact and inform service improvements.	Head of Customer Relations and Head of Policy.	N/A	Immediate	Customer Complaints database established in September 2007. Updated by Customer Correspondence team and monitored by manager.  Policy enquiries database expanded to include separate equality specific enquiries with effect from 31st January 2008. Equality Advisor will respond to queries and responses will be monitored and reported on from May 2008 at Equality Forum.
CRB	✓	✓	✓	Review the current arrangements for the publication and provision of the CRB Disclosure Application form in alternative languages.	Head of External Communications.	N/A	Immediate	Equality questions were included in 2007 CRB Customer Research Programme. The 2007 customer satisfaction survey consisted of a randomly selected representative sample of the CRB's customer base. Of those surveyed, 59% were Lead Signatories and 41% were Counter Signatories. As part of the survey conducted in December 07, the findings have been additionally analysed according to diversity groups. The diversity groups include respondents from the public, private and voluntary sectors under disability, race and gender.

Business area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
CRB								<p>By 31 March 08 External Communications team is to produce a report detailing the following:</p> <ol style="list-style-type: none"> <li>1) Customer Profile in terms of Race;</li> <li>2) Current usage of other language provision and translations. (The language and translations currently available are Arabic, Bengali, Chinese, Gujarati, Hindi, Punjabi, Urdu and Welsh);</li> <li>3) Comparison of satisfaction ratings between this equality group and the customer base; and</li> <li>4) Recommendations</li> </ol> <p>This report will be considered at the next Equality Forum in the second quarter of 2008.</p>

Business area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
CRB		✓		<p>Review current arrangements for access to the Disclosure Service. This should include review of:</p> <ol style="list-style-type: none"> <li>1. Telephone Disclosure Application Forms;</li> <li>2. Minicom service arrangements and availability;</li> <li>3. Braille application forms; and</li> <li>4. Website access (including format and font size).</li> </ol>	Head of External Communications.	N/A	Ongoing	<p><b>Current arrangements:</b></p> <p><b>Telephone</b> – the CRB currently offers a minicom facility, details of which are published on all letters and in Disclosure News. Additionally the CRB website gives information on the availability of a minicom facility and provides a telephone number for customers wishing to use this service. Those telephoning the minicom line are directed to an additional contact number if they need further assistance.</p> <p><b>Online</b> – guidance is available on the website but we are reviewing its accessibility and hope to include a section on guidance via a quick link from the website homepage. This will minimise the time and complexity of navigating to the desired section.</p> <p><b>Braille &amp; Large Print</b> – the CRB website gives information on the availability of guidance in this format and provides a contact number for customers requiring it. Within the past 12 months the CRB has worked towards an RNIB accreditation, making changes to the imagery, links and page content of the website to greatly improve accessibility. Other tools included are the option to increase text sizes via the view menu and a voice-over facility.</p>

Business area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
CRB								By 31st Mar 08 External Communications team is to review current application process and is to provide a report on these arrangements. The 2007 Customer Satisfaction Survey which formed the basis of this review, consisted of a randomly selected representative sample of the CRB's customer base. The findings have been additionally analysed according to diversity groups. This report will be considered at the next Equality Forum in the second quarter of 2008.
CRB		✓		Ensure comprehensive access to the CRB site and all facilities by disabled persons.	Health and Safety Manager and Facilities Management.	N/A	Ongoing	The CRB site has: Disabled access gate in the foyer; Specialist chairs, mice and keyboards all supplied; Accessible toilets on site; Lifts on site; Car park spaces for disabled staff; Swipe card readers at low level; Evac 7 chairs for Fire Evacuations; and Larger monitors provided for the partially sighted. There is a hearing loop and buddy system for deaf staff.

Business area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
CRB		✓		To ensure that the CRB values its disabled employees and increases the number of disabled people that it employs as a Disability Symbol employer.	CRB HR Transactions Manager.	N/A	Current/ Ongoing	<p>CRB Policy and Equality Manager consulted a HODS representative in October 2007 with a view to establishing closer future working links between CRB and HODS. This occurred with a view to publicising and promoting HODS and its role to CRB staff. Further contact will be made in the 2nd quarter of 2008.</p> <p>DDA guidance handouts have been provided to line managers (obtained from our Health Care providers). One to one support and guidance is provided to line managers dealing with cases that fall out of DDA. Our occupational health nurse is currently devising a fit for purpose workshop to suit the CRB's needs. This will cover all relevant Acts and responsibilities that CRB is required to take into consideration to fall in line with current legislation. The nurse is a qualified health professional who advises both business advisers and line managers on best practice with regard to DDA requirements.</p>

Business area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
CRB		✓		<p>To ensure that workstation assessments are undertaken for all staff on a regular basis to meet changes in role, responsibilities, health/physical requirements.</p> <p>To ensure that occupational health assessments are available to prospective and existing employees to enable the identification of any required reasonable adjustments to the working environment to support individuals.</p>	Health and Safety Manager and Human Resources Business Advisors Team.	N/A	Current	<p>80 workstation assessments have been completed in the period April 2007 – March 2008 inclusive.</p> <p>Line Managers refer staff for Workstation Assessments.</p> <p>Appointments arranged by Human Resources Transactions Team.</p> <p>Results of appointments referred to Health and Safety Advisor for appropriate recommendations to be implemented.</p> <p>Employment start dates delayed for members of staff awaiting Workstation Assessments. At pre-employment stage employees complete health questionnaires, which are subsequently sent to our occupational health providers. Equipment and workstation assessments/reasonable adjustments for staff covered by DDA are then duly applied.</p>

Business area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
CRB		✓		Disability training for line managers to raise awareness of DDA requirements and managing staff with disabilities.	HR Business Advisors Team.	N/A	Ongoing	Meeting held with Training and Development Manager, committed to providing Disability Discrimination Act (DDA) training. In addition to training, we will consider promotion of SDAT guides and arranging awareness sessions with HODS, in line with the plan to actively engage with staff support networks and external organisations such as Access to Work during 2008.

Business area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
CRB	✓	✓	✓	<p>To ensure that recruitment processes help the CRB attract a diverse and representative workforce and that any gender bias and barriers to the employment of transgender persons are identified and removed from the recruitment and selection procedures of the Agency.</p> <p>To ensure that positive advertising to race groups in the community is considered for external CRB recruitment campaigns.</p> <p>At least one in three external recruitment campaigns to involve positive advertising to a relevant race group via local communities and media tools.</p>	Human Resources Business Advisors.	N/A	Ongoing	<p>All external CRB recruitment campaigns include Equal Opportunities statement.</p> <p>Recruitment and Selection Focus Group set up as an ongoing review of recruitment procedures.</p> <p>AO Generic recruitment campaign March 2008 targets specific equality groups through a variety of media:</p> <ul style="list-style-type: none"> <li>• CRB website</li> <li>• Home Office Horizon</li> <li>• Civil Service gateway</li> <li>• Fish4 jobs website</li> <li>• Liverpool Echo, Local Metro and Local Daily Post newspapers</li> <li>• Job Centres in areas with multi-ethnic population.</li> </ul> <p>and by using People Pool who will distribute the advertisement to over 500 local contacts across all equality groups.</p> <p>This campaign covers a prospective intake of 40 – 60 members of staff from diverse backgrounds.</p> <p>CRB Recruitment team consulted with CRB Policy and Equality Officer on which to utilise.</p> <p>Advertising of all posts is auditable on Recruitment files.</p>

Business area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
CRB	✓	✓	✓	To develop availability and use of flexible working options for male and female employees as part of maintaining an effective work-life balance for all employees.	Human Resources Business Advisors Team.	N/A	Immediate	Flexi Working Hours policy recently reviewed and revised policy subject to Initial Impact Assessment. New policy to be introduced in second quarter of 2008.

Business area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
CRB	✓	✓	✓	<p>To ensure that the CRB</p> <ol style="list-style-type: none"> <li>1. Collates statistical information on the configuration of the workforce.</li> <li>2. Collates statistical information on employees taking up the option of flexible working.</li> <li>3. Collates information on the successful or unsuccessful promotion of internal staff from relevant equality groups.</li> <li>4. Collates information on the uptake and content of exit interview relevant to equality groups.</li> </ol>	Human Resources Transactions Manager and Human Resources Project Manager.	N/A	Immediate	<p>Meetings held with key managers in February/March 2008.</p> <p>The Agency is currently compiling statistics for the production of its 2007/08 Equality Monitoring Report but we recognise there are some deficiencies in our data capture process and we are looking to have all these addressed by the new HR system which is currently being procured. Items 2 and 4 will be addressed immediately through modifications to existing data capture arrangements.</p>

Business area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
CRB			✓	To ensure that the current alternative arrangements for Disclosure applications from transgender persons are maintained to ensure that discretion is maintained in the recruitment process with relevant Registered Body.	Head of Customer Relations.	N/A	Ongoing	Transgender applications handled by exceptional process since October 2003.  Current procedure being reviewed. Meeting held between CRB Equality and Diversity advisors, CRB Transgender Team and Procedure team member in January 2008 to discuss and inform new internal CRB procedure. Preparation documents and meeting minutes on CRB Corporate File Plan.  Report 'Review of Current Transgender Process' completed by Equality and Diversity Advisor in March 2008 and currently under review.
CRB	✓			Maintain current service delivery objectives and performance indicators for the CRB Welsh Language Service.	CRB Head of External Communications.	N/A	Immediate	Welsh Language Monitoring and reporting is on target for each quarter.

Business area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
CRB			✓	To ensure that the treatment of equal pay and pension considerations are dealt with in accordance with the wider Home Office steer as outlined in the Core RDG Scheme.	Director of Resources and Strategy.	N/A	Ongoing	An Equality audit will be carried out prior to imminent pay negotiations.
CRB			✓	To ensure the CRB pay system delivers equal pay regardless of gender and that systems are in place to monitor equality in the pay and reward arrangements.	Director of Resources and Strategy.	N/A	Ongoing	An Equality audit will be carried out prior to imminent pay negotiations.
CRB		✓		Ensure that the Health and Safety Advisor is fully trained and has appropriate facilities (First Aid Officers/First Aid Room) to address needs of disabled persons (e.g. medication).	Health and Safety Manager and CRB Director of Resources and Strategy.	N/A	Ongoing	Health and Safety Advisor fully trained. There is at least one First Aider, Fire Warden and Bomb Warden per wing, all of which are fully trained to aid disabled persons and have obtained the necessary certification.

Business area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
CRB	✓	✓	✓	Ensure the CRB consults with external organisations such as Access to Work, Scope, Support Network and provides contact information to employees.	Human Resources Business Advisors team.	N/A	Ongoing	<p>Following engagement with Press for Change and the Transgender Trust in 2002, CRB introduced an alternative application route for transgender persons not wishing to reveal their previous identities to their employers in October 2003. This policy is currently being reviewed and will be subject to further consultation with these groups and engagement with the Home Office staff representative group, Spectrum.</p> <p>Spectrum is also due to visit the CRB in April 2008 and will hold a series of workshops with CRB staff and senior managers to raise awareness of issues facing transgender persons.</p> <p>During the past twelve months CRB has established closer contact with members of the Home Office staff networks i.e. HODS, The Network, Spectrum, a:gender, etc. and intends to engage and work more closely with all of these groups in developing future policies and procedures and to increase awareness and understanding amongst its staff.</p>

Business area/ Unit	R	D	G	Action	Who will be involved/ Responsibility	Other considerations	Time Frame	Progress
CRB			✓	To ensure that discrimination against pregnant staff or staff returning from maternity leave (including promotional opportunities) is not tolerated within the CRB.	Human Resources Business Advisors team and Human Resources Project Manager.	N/A	Ongoing	Monitoring of feedback from pregnant/returning employees via use of standardised proforma at each stage to be considered. This will also be looked at in the context of aligning with the Home Office policies.
CRB		✓		Review the development of an online facility to improve access to the CRB Disclosure Service for disabled persons.	E-channels manager.	N/A	ongoing	Following service review of current and anticipated arrangements for online applications: Online tracking process completed. Meets requirements of DDA. Online Tracking: Phase 1 Implemented 3rd Jan 2007. Online Tracking: Phase 2 Implemented 14th Jan 2008. E-bulk ongoing.
CRB	✓	✓	✓	To ensure that all development opportunities are equally available to all customer groups.	Human Resources Business Advisors team. Human Resources Transactions Manager.	N/A	ongoing	We are in the process of reviewing with the Public and Commercial Services (PCS) Union the current arrangements for deputising/promotion/temporary promotion/training opportunities to ensure fair access to all relevant equality groups.

# Associate Schemes

## UKBA Race, Disability and Gender Equality Schemes – Progress Update – April 2008

### 1. Introduction

From 1 April 2008, the Border and Immigration Agency, UK visas and detection work from HM Revenue and Customs transferred to the newly created UK Border Agency.

As a Home Office agency we share the purpose of 'Working together to protect the public'. This emphasises the need to work better with all our partners, including the police, intelligence agencies, local authorities, voluntary bodies, other departments and other governments; and most important of all, we must work with the public, devolving more decision making to a local level, so that our services are responsive and accountable.

The Home Office objectives which will achieve this purpose are:

- help people feel secure in their homes and local communities;
- cut crime, especially violent, drug and alcohol related crime;
- lead visible, responsive and accountable policing;
- support the efficient and effective delivery of justice;
- protect the public from terrorism;
- secure our borders and control migration for the benefit of our country; and
- safeguard people's identity and the privileges of citizenship.

UK Border Agency has particular responsibility to: secure our borders and control migration for the benefit of our country.

We are determined to embed equality and diversity within all aspects of our business as an employer, policy-maker and service provider. We are totally committed to the Home Office Three year Diversity Strategy which was launched by David Normington in May 2007. This has put in place an effective framework which ensures that there is a consistent approach across the Home Office to delivering (and reporting on) the five aims:

- managers at all levels demonstrate effective leadership on equality and diversity;
- potential of under-represented groups developed to create a representative workforce at all levels;
- a working environment where staff respect and value each other's diversity;
- effective Home Office implementation of statutory obligations on equality and diversity; and
- services delivered in a way that promote equality and respect diversity.

## 2. Current organisation

Since the launch of Border and Immigration Agency as a shadow agency in April 2007, there have been major organisational structure changes aimed at improving service delivery. The most significant of these was the creation of the six operational regions: Scotland and Northern Ireland, North East, Yorkshire and the Humber, North West, East and West Midlands, the East of England, Wales and the South West, London and the South East.

Regional Directors are in post and have brought together in their geographical area the work on asylum, managed migration and enforcement and compliance. Their aims are to improve operational delivery and create a culture of continuous improvement through engagement with local communities and stakeholders.

A crucial part of embedding diversity policies and practices across the regions has been the development of the Regional Equality and Diversity Action Group. Each region has such a group who meet on a quarterly basis. The group is chaired by the Regional Director with a membership of senior operational managers, staff support networks, trade union officials, Equality and Diversity Advisers, Senior Strategic Equality and Diversity Manager and the Regional Diversity Manager. The latter are new appointments who with the Regional Directors, have a key role to play in driving forward the agency's equality and diversity strategy. Each group has the freedom to develop its own precise action plan in support of its business plan, but all work to the following broad terms of reference:

1. To champion, communicate and promote policies, legislation and best practice that will contribute to the embedding of diversity and equality across the Region.

2. To work in partnership with key internal and external stakeholders to both commission and support a range of initiatives and programmes, that will progress the aims and objectives of the Home Office 3-Year Diversity Strategy, UK Border Agency Equality Schemes and action plans.
3. To lead on the monitoring and analysis of equality and diversity regional activities and initiatives and report progress on a quarterly basis to the UK Border Agency Equality and Diversity Team.
4. To analyse the equality and diversity results of regional staff surveys, Investors in People findings and customer satisfaction surveys and put in place effective and appropriate strategies and action plans.

A National Steering Group will be set up shortly to manage national governance; this group will consist of senior directors and managers representative of UKBA Board.

The operational work of the regions is supported by strategic policy areas, Border Control, UKvisas and the core functions of Resource Management and Human Resources & Organisational Development.

### **3. UK Border Agency Race, Disability and Gender Equality Scheme**

UKBA's Three Strand Equality Scheme was made up of the original Race Equality Scheme together with Disability (December 2006) and Gender (April 07). All three were combined into a single publication in May 2007 but retained separate associated action plans.

We have now taken the opportunity to review the whole publication, to update it to reflect our current organisational and existing priorities. Clearly these will change as we become UKBA and have additional staffing (approximately 5,000 and additional responsibilities. (See section 5 for further details).

We have also produced a single action plan (compliance with which piece of legislation clearly annotated); we believe this to be the most effective method of achieving real implementation, given that many actions support all three strands, this also removes unnecessary duplication.

## 4. Progress

Progress against all three existing strands is shown here by means of particular representative case studies across our business areas.

It should be noted that this reports progress for what was the Border and Immigration Agency (BIA), which, together with UKVisas and Customs, became the UK Border Agency on 1 April 2008.

### Race – Community Engagement/staff development

The Regional Equality and Diversity Action Group (REDAG) has been promoting better understanding between Agency staff in the Sheffield region and have taken their message of mutual respect out to the community. Organising and promoting diversity events, presentations, and training, the REDAG plays a key role in coordinating and sharing good practice across the North East, Yorkshire and Humberside (NEYH) region. One notable success has been REDAG's work in partnership with the Race and Faith sub group, The Network, and the Equality and Diversity Team. Responding to concerns in a survey of Black Minority and Ethnic (BME) staff in Sheffield, the REDAG group set up a mentoring programme, which they developed alongside Business and Education in South Yorkshire and two local schools. BME Agency staff who take part in the programme receive initial mentoring training before going on to share their skills, experience and advice with local secondary school students at both group events and one-to-one sessions. Mentors are given the opportunity to develop their communication skills, increase their self awareness and gain a great sense of satisfaction from helping and advising local people. For students, the programme helps raise their personal aspirations, provides a source of advice on their school career and personal issues, and equips them with knowledge of a large organisation that is committed to equality and diversity. In fact, several mentees will spend their work placement with the Agency this year. Those involved are currently working on plans to roll the programme out across the entire NEYH region, and have the full support of Chris Hudson who chairs the REDAG in his role as Regional Director:

'I want to share the real importance I attach to the work of the REDAG. The work of the Race and Faith sub group is a good example of how we are delivering Home Office values in a tangible way; it goes right to the heart of our local community. There has been fantastic success in Sheffield and we want to build on this success at a regional level. We have a strong foundation to work from but there is a lot of hard work still to do'.

### **Disability – Operational Training/Decision Making**

All New Asylum Model case owners receive disability awareness training as part of their core training before appointment. All interviews are interpreter-assisted to ensure that an effective channel of communication is available to the applicant at all times. All interview rooms are accessible and situated on the ground floor as well as having access to security staff.

Part of the interview process is to assure applicants that they should inform the interviewing officer of any needs and that assistance will be provided or sought on their behalf. Interviewing officers also make it clear that only information relevant to the claim will be taken into account and that all decision making will be fully communicated in the decision letter.

Where necessary, Immigration Agency staff, on advice received from medical staff such as the Home Office Medical Adviser will request accommodation to meet the particular needs of an applicant – ground floor accommodation, etc. Target Providers are required to provide suitable accommodation in accordance with the request made by UKBA.

### **Race/Disability – service delivery**

Visa guidance is translated into local languages and visa applications forms are printed in large text for those with impaired vision. Translators and customer assistants are available at the Visa Application Centres.

### **All strands – cultural competence**

In the North West Region (NW) a programme of 'Respect and Values' workshops have been designed. This programme commenced in October 2007 and aims to have covered all staff by mid 08. These two hour sessions include Home Office Values, inappropriate use of language, 'dos' and 'don'ts' – cross cultural communication, bullying, harassment, victimisation, discrimination, case studies, management and staff responsibilities and Home Office Support Network information.

### **Gender – service delivery**

The UK Border Agency has in place an Asylum Policy Instruction (API), 'Gender Issues in the Asylum Claim', which gives guidance on considerations decision-makers should have in mind when assessing claims for asylum that could include gender related issues.

The API acknowledges that many forms of gender-related harm are serious enough to constitute persecution. It refers mainly to gender-related issues as they affect women, though some aspects of the guidance will affect men, specifically those concerning sexual orientation and social norms.

Reference to policy on gender is also provided in the API 'Considering the Asylum Claim'. These are documents which caseworkers must take into account in cases where gender issues may have a bearing on the claim. They are publicly available and have been published on the agency's website.

Staff training is designed to ensure the asylum process is as accessible and sensitive to the needs of women as possible. Gender issues are a component of the initial training received by asylum caseworkers. The interview training they receive covers how to interview women and men who have suffered torture and trauma.

### All strands – diversity training

UKBA has completed the necessary research and consultation in order to develop a diversity learning and development strategy. This strategy has developed a blended learning approach in order to provide a good fit for operational needs, learning styles and value for money. Home Office is included in this L&D strategy.

The approach is to use a variety of media, including elearning – to address legislative and organisational commitment; DVD scenarios for use by groups to discuss behavioural issues – including exclusion and stereotyping; and the ongoing development of ensuring that equality and diversity issues are mainstreamed in all operational and management training.

The specific diversity learning and development products will be launched in May/June 2008.

### Disability – reasonable adjustments

UKBA provides clear guidance the provision of reasonable adjustments at all stages of the employee lifecycle. This is a complex area and EDT continues to advise HR Business Partners and managers on both the legislative requirement and UKBA's commitment to the recruitment, development and retention of disabled staff. In the Midlands the Regional Director has requested that anyone who has not yet had the necessary work station assessment should make direct contact with her so that she can personally intervene and oversee the process.

### Gender – gender identity awareness

**a:gender** (the support network for staff in government departments/agencies who have changed or need to change permanently their perceived gender, or who identify as intersex.) have hosted awareness events in London, Doncaster, Cardiff and Glasgow. These events have been well attended by staff from various departments including UKBA – all feedback has been consistently positive; staff have been provided with real insights into the issues affecting trans people (staff and customers).

### Disability – service delivery

The individual needs of applicants for asylum, particularly those with care needs, are carefully considered before dispersal (the allocation of asylum seekers in accommodation around the country after initial reception). Accommodation providers are advised in advance of dispersal that an asylum seeker has a pre-existing condition requiring registration with a local GP.

Caseworkers advise providers of the impact on dispersal/accommodation of an asylum seeker's condition/disability, e.g. that an asylum seeker needs to be located within easy access of a particular hospital (without saying why), or stating that the asylum seeker must have self contained accommodation, a personal fridge or downstairs accommodation. If the asylum seeker has an obvious disability/illness that impacts on dispersal/accommodation the impact is brought to the notice of the provider e.g. limited mobility or a wheelchair user.

### Disability – service delivery

Border Control representatives and a Strategic Diversity Manager attended a BAA Paralympic Workshop; the aim of the workshop was: ‘to provide Paralympic Games stakeholders and business partners with invaluable insight into Paralympian athletes’ travel experiences, sharing information, generating ideas, and working towards delivery of a Seamless Transport Experience for the Paralympic Games in 2012.’ A UKBA project team will continue to work with experts including disabled people as there will be clear implications for Border Control staff as large numbers of disabled people (participants and spectators) enter the country. UKBA is committed to playing a full part in achieving the aim of providing a Seamless Transport Experience for the Paralympic Games.

### Gender – child care strategy

UKBA is currently in the final stages of developing its national childcare strategy; this will seek to provide an equitable distribution of resources across all business areas, which will support our commitment to work life balance and will provide specific support for working parents.

### Disability – service delivery

UKBA is ensuring that all Public Enquiry Offices (PEO) are constructed to specified standards fully complying with disability standards. The PEO in Croydon, for example, currently provides:

- induction Loops at all desks for hearing impaired customers;
- lifts;
- accessible toilets;
- wheelchair access;
- counters on each floor that have been adapted for wheelchair users.

### All strands – procurement

All companies who tender to UKBA for contracts/work have to submit a copy of their Equality and Diversity policy. It is checked for the following:

- that it contains a statement of the organisation’s commitment to equality of opportunity (including the removal of physical barriers);
- evidence of a framework for securing change and an obligation on employees to adhere to the policy;
- evidence of an Equality Plan;
- details of monitoring and review procedures including an indication of regular monitoring; and
- an indication of consultation and communication to ensure that the needs and requirements of disadvantaged groups are properly represented.

We review the responses to the Pre-Qualifying Questionnaires (PQQs) and ensure that we score against our requirements appropriately.

### **Race – staff awareness**

UKBA ran many events to celebrate Black History Month, these included:

In the NE where the Regional Equality & Diversity Team worked with The Network to produce and promote a staff event held in Sheffield to commemorate bicentenary of abolition of slavery. The guest speakers included people from Sheffield Hallam University and the Human Trafficking Unit, over 70 staff from Sheffield & Leeds attended.

Two senior strategic equality and diversity managers assisted The Network in their support of the Civil Service Race Equality Network's (CSREN) event to commemorate the bicentenary of the Abolition of the Slave Trade at which The Reverend Jesse Jackson, a former American presidential candidate and renowned civil rights activist gave the keynote speech.

### **Disability – staff awareness/staff development**

UKvisas' staff are encouraged to attend fortnightly 'Lunch & Learn' sessions. These sessions are informal and aim to give staff the opportunity to develop skills that are both key to UKvisas, and transferable to future postings in both the FCO and HO. A regular session has been basic communication in British Sign Language.

### **All strands – the provision of staff diversity data**

UKBA is aware that this is an area that needs significant attention in order to comply with our 'employment duty'. Recent activity has concentrated on efforts to increase the diversity data held so that meaningful analysis can be undertaken.

All areas have highlighted the need for all staff to complete their diversity data, including messages at team meetings and in Scotland and Northern Ireland an email message to all staff.

Activities have included personal letters to UKBA SCS members and Grade 6s for whom no data was held; this has resulted in the SCS data increasing from 58.1% to 73% and the Grade 6 known data increasing from 69% to 86%. A joint HR director/Staff Networks Global message has been issued reminding all staff of the importance of recording their diversity data so that all internal policies can be monitored to ensure no adverse impact on any particular group.

### **All strands – Equality Impact Assessment**

Approximately 210 UKBA staff have been trained to undertake equality impact assessments. Assessments covering all strands have been undertaken across a range of policies, including Safe Third Country Provisions, Asylum Seekers' Support, Prevention of illegal working and internal HR policies.

## Race – Community Engagement/staff development

The North West Equality & Diversity Team recently held an event in conjunction with The Network, highlighting how Race Equality has been addressed within football – *The Kick It Out* and *Show Racism the Red Card*. 100 staff attended.

UKBA North West Regional Director, Gill Mortlock, spoke to give her support to the event and its aims as well as to show her commitment to building an environment where all staff value and respect each other.

Events included a talk by Piara Power, the Director of the 'Kick it Out' campaign, on how they work throughout the football, educational and community sectors to challenge racism and work for positive change. This was followed by a presentation from the 'Show Racism the Red Card' organisation about its work involving minority ethnic groups, community organisations, all of the professional clubs, football fans, schools and young people nationwide. Both gave a real insight into the strides being made nationally and also the work they are doing internationally to combat racism within football, with backing from the likes of Samuel Eto, of Barcelona.

The panel question and answer session, saw all of the speakers, joined by Howard Gayle, the first black player ever to play for Liverpool and famous for his cameo role in the 1981 European Cup Semi-Final second leg versus Bayern Munich. This was the highlight of the event with members of the audience asking informed questions to the panel and the ex footballers in particular revelling in providing anecdotes from their playing days.

## Gender - service delivery

UK Border Agency (within Home Office) is a member of Opportunity Now, a business led organisation which works to highlight the business benefits of gender equality in both the public and private sectors. We were awarded the Platinum award by Opportunity Now in 2006 for our policies and practices in relation to the promotion of gender equality. We are also participating in cross Whitehall project researching the benefits of women's networks in the public sector.

## **5. Future approach – UKBA**

UKBA is in the process of setting up a new governance structure to give us coherent oversight of the entire organisation, and ensure that we don't lose focus on our wider responsibilities within government to contribute to all the Public Service Agreements – and in particular to ensure that revenue protection is maintained and enhanced.

Building upon the success of the regionalisation programme, we want to continue to break down the “silo” working. We also want to have structures that provide clear lines of responsibility for delivery. To achieve this, we will re-organise ourselves into three unified operations:

- The new border force
- International work
- Immigration work

These unified operations will be supported by both our corporate functions and the Intelligence Directorate and an Enforcement Directorate that can provide support for the whole business.

We will continue to revise our three strand scheme to assess and incorporate our new business responsibilities and priorities; we will assimilate all the new staff and ensure that our HR policies reflect all our business priorities and equality and diversity commitments.

Due to our rapidly changing business and organisation we will review the entire three strand scheme in April 2009 (incorporating as necessary any new equality legislation.)

## Uk Border Agency Race, Disability and Gender Equality Scheme – Action Plan

Policy Development									
Item	Unit	R	D	G	Action	Who will be involved	How the action helps meet the requirements of the equality duty	Other considerations	Timeframe
<b>Policy Development</b>									
1	Policy Development	✓	✓	✓	The UK Border Agency will assess the impact of all policy development projects to ensure compliance with anti-discriminatory legislation and consistency with the Commission for Equality and Human Rights guidance.	The UK Border Agency will seek further advice and information from external and internal stakeholders where appropriate. Disabled people will be involved when appropriate.	UKBA are adopting Better Regulation principles and impact assessments, which ensures that all impact assessments includes measuring and evaluating the impact of policy proposals on Race, Disability and Gender Equality (including gender identity) as specific impact tests.	The UK Border Agency will publish its race, disability and gender equality impact assessments, and, whenever possible, the results of its consultations.	Ongoing

Border Control									
Item	Unit	R	D	G	Action	Who will be involved	How the action helps meet the requirements of the equality duty	Other considerations	Timeframe
2	Border Control Directorate	✓	✓	✓	Border Control staff to receive appropriate training for face to face communication.		Border Control staff to be aware of the necessity of avoiding unlawful discrimination and of promoting good race relations, and are aware of issues that affect disabled people, transsexual people and of gender issues, and of the paramount need to treat customers with courtesy and respect.	The induction training currently covers face to face communication, and the need for courtesy and respect is at the heart of what Immigration Officers learn. This is reinforced once they have become fully competent and self-reliant post-induction and mentoring.  Border control is developing existing training materials around diversity and cultural awareness to include particular case studies showing how stereotypes can indirectly affect decisions (this will include all three strands).	Ongoing

Border Control									
Item	Unit	R	D	G	Action	Who will be involved	How the action helps meet the requirements of the equality duty	Other considerations	Timeframe
3	Border Control Directorate			✓	A contingency plan specific to each location (depending on type and size of the port) to be prepared for each port. Standard equipment will be made available at ports as appropriate.		This will enable the agency to promote equality of opportunity for disabled people.	A record will be kept of all incidents involving disabled people each year, divided by type (requests for help, specialised equipment, etc.).	Ongoing

Asylum									
Item	Unit	R	D	G	Action	Who will be involved	How the action helps meet the requirements of the equality duty	Other considerations	Timeframe
4	Regional Directors	✓	✓	✓	Asylum caseworking staff to receive appropriate training for interviewing and consideration of cases.		Asylum applicants must experience no disadvantage due to any factors related to race, nationality, or ethnic or national origins, or to disability or gender or gender identity during the consideration of their claims.	The quality of asylum decisions is monitored through sampling by the United Nations High Commission for Refugees and the Treasury Solicitor. The UK Border Agency also monitors the rate of allowed appeals.	Services should be in place to provide appropriate assistance in individual cases by April 2011.
5	Asylum Operational Policy Unit	✓	✓	✓	A consultation document on the provision of future refugee integration services was published in October 2006. Following the consultation process, a policy statement on the provision of these services will be published.		The policy statement must be targeted to the right audience so that the key message does not get lost. The statement should also have a spot on the website.	Contracts for these services will include provisions to ensure compliance with race, disability and gender equality legislation and performance against the contract will be closely monitored.	

Asylum									
Item	Unit	R	D	G	Action	Who will be involved	How the action helps meet the requirements of the equality duty	Other considerations	Timeframe
6	Regional Directors	✓			Staff to ensure that asylum seekers are able to ask for assistance, and know that interpretation facilities can be requested.		Staff considering asylum claims must identify any language barriers that might prevent applicants from understanding proceedings or being able to present their case fully at an early stage where possible. (NB The agency already does this).		Ongoing
7	Regional Directors		✓		Staff to ensure that asylum seekers are able to ask for assistance, and know that particular needs can be indicated. It should be made clear that disclosure of disability will not be a negative factor in the consideration of cases.		Staff considering asylum claims must identify any disability issues at an early stage (i.e. at the screening stage) where possible, e.g. questions of access, or factors that might prevent applicants from understanding proceedings or being able to present their case fully.	Efficacy of written and face-to-face methods of communication will be considered. (NB The agency already asks applicants at the screening stage whether they have any medical conditions, so some issues should be identified then).	Services should be in place to provide appropriate assistance in individual cases by April 2009.

Asylum									
Item	Unit	R	D	G	Action	Who will be involved	How the action helps meet the requirements of the equality duty	Other considerations	Timeframe
8	Regional Directors		✓		Needs of asylum seekers with disabilities to be given consideration in dispersal (allocation of asylum seekers in accommodation around the country after initial reception), to include consideration of dispersal location and the suitability of accommodation. Asylum seekers to be given sufficient opportunity to indicate their needs.		<p>Allocation of dispersal accommodation will take account of any particular needs, e.g. need for ground-floor accommodation.</p> <p>Dispersal will be to an area where any necessary treatment is available and will only take place after arrangements have been made to transfer care.</p>	<p>Contracts for these services will include provisions to ensure compliance with disability equality legislation and performance against the contract will be closely monitored.</p> <p>The needs of asylum seekers with disabilities are clearly taken into account when considering dispersal. Policy Bulletins 82 and 85 (which are on the website) provide comprehensive guidance.</p>	Ongoing

Asylum									
Item	Unit	R	D	G	Action	Who will be involved	How the action helps meet the requirements of the equality duty	Other considerations	Timeframe
9	Regional Directors			✓	Staff to ensure that asylum seekers are able to ask for assistance, and know gender-related needs can be indicated.		Asylum applicants must suffer no disadvantage due to any factors related to gender or gender identity during the consideration of their claims.	<p>The asylum instruction 'Gender Issues in the Asylum Claim' advises staff of the additional considerations decision-makers should have in mind when assessing claims for asylum that could include gender related issues, and how to take gender issues into account when looking at the persecution experienced and whether there has been a failure of state protection.</p> <p>At screening stage it should be identified whether an applicant requires an interpreter and/or a Case Owner of a particular gender. Any requests will be complied with where possible.</p> <p>The relevant asylum instruction requires that an applicant's request for a Case Owner (i.e. the interviewer) of the same sex should be accommodated as far as operationally possible.</p>	

Asylum									
Item	Unit	R	D	G	Action	Who will be involved	How the action helps meet the requirements of the equality duty	Other considerations	Timeframe
10	Regional Directors			✓	Gender-related needs of asylum seekers to be given consideration in dispersal, to include consideration of dispersal location and the suitability of accommodation. Asylum seekers to be given sufficient opportunity to indicate their needs.		<p>Allocation of dispersal accommodation will be appropriate in relation to gender, taking into account all relevant considerations.</p> <p>Accommodation is offered on a non-choice basis but the agency will make every reasonable effort to meet the expressed needs of all supported people – as far as is practicable – working with the voluntary sector and other national and local partners to do this.</p>	Contracts for these services will include provisions to ensure compliance with gender equality legislation and performance against the contract will be closely monitored.	Ongoing

Enforcement									
Item	Unit	R	D	G	Action	Who will be involved	How the action helps meet the requirements of the equality duty	Other considerations	Timeframe
11	Regional Directors	✓	✓	✓	Staff to receive appropriate training in dealing with disabled people and with race-related and gender and gender identity-related issues during enforcement operations.			The UK Border Agency will monitor complaints and legal actions alleging unlawful discrimination arising out of enforcement action.	Ongoing
12	Regional Directors	✓	✓	✓	Linguistic issues, disability and gender-related issues to be taken into account where practicable when failed asylum seekers and others are removed or during after-entry enforcement operations.		Every case should be risk assessed. All enforcement operations to be assessed for potential community relations impact in advance.	Standards of approach to be consistent.	Existing procedures to be assessed for relevance to race, disability and gender equality by the end of April 2011.

Managed Migration									
Item	Unit	R	D	G	Action	Who will be involved	How the action helps meet the requirements of the equality duty	Other considerations	Timeframe
13	Regional Directors	✓	✓	✓	Managed Migration staff to receive appropriate training for consideration of applications and, at Public Enquiry Offices (PEOs), for face-to-face communication and for awareness of hidden disabilities.		All staff to ensure that UKBA services are accessible to all, and that applicants for Managed Migration routes of entry experience no disadvantage due to any factors related to colour, race, nationality, ethnic or national origins, disability, gender or gender identity, and that any disclosure of personal information will not be a negative factor in the consideration of cases.	PEOs will be constructed to specified standards.  Standard equipment to be made available at PEOs as appropriate.	Ongoing
14	Regional Directors	✓			Ensuring that applicants for entry under routes of managed migration are able to ask for appropriate assistance and in particular that they know translations of official material into the main languages are available.			The UK Border Agency will provide appropriate and reasonable assistance to those who are unable to present their case to its best advantage due to language barriers.	By April 2011

Managed Migration									
Item	Unit	R	D	G	Action	Who will be involved	How the action helps meet the requirements of the equality duty	Other considerations	Timeframe
15	Regional Directors		✓		Ensuring that applicants for entry under routes of managed migration are able to ask for assistance and in particular that they know specific needs can be indicated; and making clear that disclosure of disability will not be a negative factor in the consideration of cases.			Efficacy of written and face-to-face methods of communication to be considered.  The UK Border Agency will provide appropriate and reasonable assistance to those who are unable to present their case to its best advantage by reason of impairment.	By April 2008
16	Regional Directors			✓	Ensuring that applicants for entry under routes of managed migration are able to ask for appropriate assistance.				By April 2010
17	Regional Directors	✓		✓	Managed Migration staff are aware of the need for privacy in the handling of records, e.g. in relation to gender identity.				

Managed Migration									
Item	Unit	R	D	G	Action	Who will be involved	How the action helps meet the requirements of the equality duty	Other considerations	Timeframe
18	Regional Directors	✓	✓	✓	Consideration of whether disadvantage due to language barriers or to gender, gender identity or disability in the country of origin when making an application can be mitigated by subsequent procedures.			Statistical evidence to be gathered to indicate where possible disadvantage occurs.	

Detention Services									
Item	Unit	R	D	G	Action	Who will be involved	How the action helps meet the requirements of the equality duty	Other considerations	Timeframe
19	Detention Services	✓	✓	✓	Detention Services staff to receive appropriate training.				
20	Detention Services	✓	✓	✓	Particular needs of detainees to be assessed before they enter detention. Incoming detainees to go to an appropriate location and to receive appropriate facilities and support.			Detention centres to be built to specified standards. Standard equipment to be made available at detention centres as appropriate.  Disability policy of every site to be regularly reviewed.	December 2009
21	Detention Services			✓	Specific policy for the treatment of gender identity issues in detention to be developed.				

Resource management									
Item	Unit	R	D	G	Action	Who will be involved	How the action helps meet the requirements of the equality duty	Other considerations	Timeframe
22	Resource Management	✓	✓	✓	Procurement strategies – contractors to be monitored.		<p>To ensure contracts are awarded after economic and commercial factors are reviewed.</p> <p>Conditions for eligibility to be conducted to ensure the contractor has not been subject to formal investigations by the Commission for Equality and Human Rights (CEHR) on the grounds of alleged unlawful discrimination in the employment field.</p> <p>Establishing whether the contractor has satisfactory Equal Opportunities/ Equality &amp; Diversity policies and procedures in place.</p>	Contractors should be monitored.	Ongoing

Resource management									
Item	Unit	R	D	G	Action	Who will be involved	How the action helps meet the requirements of the equality duty	Other considerations	Timeframe
23	Security and Anti-Corruption Unit (SACU)	✓	✓	✓	Security procedures to ensure that, where practicable, disability and gender are taken into account.	SACU security management to ensure that all reception and public door procedures and policies reflect diversity and disability issues.	This will ensure that the UKBA presents a professional environment to all staff and public callers and respects and understands diversity issues.	All security guards attend relevant diversity courses as soon as they are next available. Managers to monitor posts/ duties. Network groups will be consulted.	Ongoing
24	Security Guard Unit	✓	✓	✓	Security Guard Unit to receive appropriate training for safety procedures and incident control.	Training is in place to ensure that all staff receive adequate training in the aspects of their role. Recent courses have been developed to aid the security guards when dealing with incidents. New procedures and policies are currently being updated.	The training will help the security staff when dealing with incidents to identify staff or public callers who have problems with mobility or disabilities, i.e. when evacuating people from premises.	Network groups will be consulted.	Ongoing

Organisational Development and Human Resources									
Item	Unit	R	D	G	Action	Who will be involved	How the action helps meet the requirements of the equality duty	Other considerations	Timeframe
25	HR	✓	✓	✓	All staff to be encouraged to provide their diversity data.	EDT Senior managers Regional Directors Staff Networks.	The collection of robust data will enable proper systematic analysis in order to understand the true impact of our policies across all diversity areas.	The Adelphi self service data IT system must be easily accessible by staff.	Ongoing With specific projects (eg targeted exercises) to be undertaken as per progress.
26	HR	✓	✓	✓	Robust monitoring of all HR policies and practices.	EDT Policy owners Regional Directors.	Compliance with 'employment duty'. Proper understanding of the impact of UKBA policies.	*Implementation of HO/ UKBA approach – that completion of data mandatory at certain interventions – job or training application. Proper systems for reporting the data at all relevant interventions must be in place (Adelphi).	Ongoing Improvements sought by November 2008 following *
27	HR	✓	✓	✓	Review of recruitment guidance.	ERG Senior Managers Regional Directors.	To ensure that the guidance is fully implemented, matches operational need whilst providing fair opportunity for all.	Regional Directors will undertake local recruitment using targeting advertising as necessary and will continue with (and develop new) outreach programmes and work placements – especially with minority communities.	September 2008

Organisational Development and Human Resources									
Item	Unit	R	D	G	Action	Who will be involved	How the action helps meet the requirements of the equality duty	Other considerations	Timeframe
28		✓	✓	✓	A system of 'dip sampling' job adverts will be developed.	ERG (Employee Resourcing Group) EDT (Equality and Diversity Team)	To ensure no unnecessary criteria are included and no likelihood of discrimination.		July 2008 and ongoing
29				✓	Promotion of The Workplace and Gender Reassignment: A Home Office Guide for Staff and Managers, and the associated recruitment 'aide-memoire'.	EDT (Equality and Diversity Team) a:gender Senior Managers Regional Directors Diversity Managers.	A positive contribution to ensuring that gender identity issues are embedded within policies and procedures.	Gender identity issues to be included in all aspects of policy development and equality impact assessments.	Ongoing
30	HR	✓	✓	✓	The redeployment pool to be monitored for both the makeup of staff groups.	ERG (Employee Resourcing Group) EDT (Equality and Diversity Team)	Analysis will seek to ensure that restructuring exercises are implemented fairly with no adverse impact on particular groups and that all staff are receiving fair and appropriate job offers.		July 2008 and ongoing
31	HR	✓	✓	✓	A review of UKBA SCS recruitment will be undertaken.	ERG (Employee Resourcing Group) EDT (Equality and Diversity Team)	A strategy will be developed to ensure that effective recruitment policies are in place to help address the issue of under representation that exists in UKBA SCS.		August 2008 and ongoing review

Organisational Development and Human Resources									
Item	Unit	R	D	G	Action	Who will be involved	How the action helps meet the requirements of the equality duty	Other considerations	Timeframe
32	HR		✓		UKBA will ensure that the commitments of Disability Symbol are fulfilled and deployed systematically across all business areas.	EDT HODS Senior Managers Regional Directors Diversity Managers	Commitment to ensuring that rights of disabled staff are built into all aspects of policies throughout employee life cycle and the active involvement of disabled staff.		Ongoing – publicity and built into HR policies eg GIS.
33	HR	✓	✓	✓	Development of a Positive Action Strategy.	EDT L&D HO Colleagues Diversity Managers Staff Networks	Targeted development schemes for under represented/minority groups to ensure fair progression and opportunities for all.	The effective monitoring of diversity stats (employment duty) will inform the scope of the strategy.	October 2008

Organisational Development and Human Resources									
Item	Unit	R	D	G	Action	Who will be involved	How the action helps meet the requirements of the equality duty	Other considerations	Timeframe
34	HR	✓	✓	✓	Development of diversity L&D strategy.	EDT L&D Home Office colleagues Diversity Managers Staff Networks	All UKBA staff will be made aware of their responsibilities within the legislation and in particular what the positive duty to promote means in practical terms.	Commitment from all business areas to ensure training is undertaken and discussed and evaluated.	May 2008-03-24 first evaluation October 2008
35	HR	✓	✓	✓	Review of all UKBA L&D to ensure accessibility to all (particularly disabled staff and part time staff).	L&D HODS Diversity Managers	Assurance that learning and development opportunities are available and accessible to all staff as appropriate to their business objective and personal development.		October 2008
36	HR	✓	✓	✓	Review of existing equality impact assessment training and development of future approach.	EDT L&D HO colleagues	The systematic deployment of EIA in all policy development to ensure no adverse impact.		September 2008 and ongoing evaluation.
37	HR	✓	✓	✓	Evaluation of new performance management system.	L&D EDT	Assurance that system (including moderation) has been applied fairly with no adverse impact.		October 2008

UKvisas									
Item	Unit	R	D	G	Action	Who will be involved	How the action helps meet the requirements of the equality duty	Other considerations	Timeframe
38	UKvisas	✓	✓	✓	Entry clearance staff to receive appropriate training for interviews and considerations of applications as part of their induction training.		Professional standards and cultural awareness is part of the induction course and is delivered to Entry Clearance staff as part of their induction training and is included in the refresher training delivered to entry clearance staff overseas.		Ongoing
39	UKvisas	✓	✓	✓	Ensuring applicants for entry clearance are able to ask for appropriate assistance; that translations of official material into the main languages are available; that applicants know particular needs can be indicated; and that disclosure of disability or gender identity will not be a negative factor in the consideration of cases.	UKvisas and commercial partners.	Visa Application Forms (VAF) are only available in English – and must be completed in English. UKvisas has encouraged commercial partners to translate the guidance notes (these guidance notes feature each question on the VAF as well as guidance to what is expected in the answer).	Wherever possible UKvisas and/ or the commercial partners will provide appropriate and reasonable assistance to those who are unable to present their case due to language barriers or by reason of impairment or factors related to gender. Trans applicants are told disclosing trans needs will not adversely affect their application.	Ongoing.

UKvisas									
Item	Unit	R	D	G	Action	Who will be involved	How the action helps meet the requirements of the equality duty	Other considerations	Timeframe
40	UKvisas	✓	✓	✓	UKvisas will audit and monitor customer complaints for any race, disability and gender issues, and ensure that race, disability and gender monitoring is included in customer surveys, after consultation with stakeholder groups.		This will ensure that all issues are flagged up to the Directors of Visa Services for action and subsequent action will be monitored for compliance.  At a future date to be determined it is proposed that statistical data around these issues will be published on UKvisas and/ or post websites.		Ongoing

All Directorates and regions									
Item	Unit	R	D	G	Action	Who will be involved	How the action helps meet the requirements of the equality duty	Other considerations	Timeframe
41	The UK Border Agency Board	✓	✓	✓	To ensure monitoring of procedures for race, disability and gender equality, after consultation with stakeholder groups.		Statistical and other evidence will be gathered as appropriate and analysed, and action taken on the results if needed.	Measurement possibilities at key points within end-to-end process to be defined in line with key performance areas.	December 2009 – disability April 2010 – gender April 2011 – race
42	UKBA	✓	✓	✓	Continued work to embed the Home Office Three Year Diversity Strategy (five strategic aims) in all aspects of UKBA business.	EDT Senior manager Regional Directors Diversity managers	Strategic aim 4 specifically address the implementation of the three strand scheme and Regional Directors and senior managers will report progress on a quarterly basis.		Ongoing
43	UKBA		✓		Continued work with disability fora (customers and staff) to review disability progress of action plan.	Senior managers Diversity managers	Disability fora will ensure the ongoing involvement of disabled people in establishing priority actions.		August 2008 and thereafter half yearly.

UKBA – transformation									
Item	Unit	R	D	G	Action	Who will be involved	How the action helps meet the requirements of the equality duty	Other considerations	Timeframe
44	UKBA	✓	✓	✓	To ensure a revision of business priorities and responsibilities are reflected in a revised equality scheme.	UKBA Senior Directors	New business areas assessed for impact/ relevant and prioritised.		From April 2008 and ongoing
45	UKBA	✓	✓	✓	Revised scheme and associated progress reports published.	UKBA Senior directors EDT Diversity Policy Team			May 2009

## **UK Border Agency Race, Disability and Gender Equality Scheme – 2008-09**

### **Foreword from the Chief Executive, UK Border Agency**

This, the current version of the Race, Disability and Gender Equality Scheme, follows on from the previous version that was prepared last year for the Border and Immigration Agency.

The race component of the scheme has been revised in accordance with the equality legislation, and the opportunity has also been taken to amend the other parts of the scheme where necessary.

The most significant difference between this and the previous version of the scheme is that there is now one Action Plan, rather than there being a separate plan for each of the strands. This is because many actions support all three strands; I believe this to be the most effective method of achieving real implementation, this also removes unnecessary duplication.

We have reported progress on all three strands in a separate update.

Much has happened since last year's scheme was published. A new regional structure for the organisation has been put in place, to enable the agency to respond quickly to local issues, and the regions have now taken over some of the functions that were previously dealt with centrally.

The UK Border Agency came into existence, on 1 April 2008, integrating the work of the Border and Immigration Agency, UKvisas and Customs in order to meet the Home Office strategic aim to: Secure our borders and control migration for the benefit of our country.

We are determined to embed equality and diversity within all aspects of our business as an employer, policy-maker and service provider. We are totally committed to the Home Office Three Year Diversity Strategy which was launched by David Normington in May 2007. This has put in place an effective framework which ensures that there is a consistent approach across the Home Office to delivering and reporting on all aspects of equality and diversity. We will continue to drive full compliance with our legislative responsibilities and will seek to go further to truly put equality at the heart of all we do.

As the organisation continues to change, so the requirements of the equality scheme must also change. A full revision will be made in 2009 to ensure that all the agency's new business areas have been assessed for relevance, and that the requirements of forthcoming equality legislation have been taken into account.

Lin Homer  
Chief Executive  
UK Border Agency

1. The management of our borders is fundamental to the interests of the United Kingdom. Our immigration system must allow us to manage properly who comes here and ensure people leave when they are no longer entitled to be here.

2. We also want to welcome holidaymakers and other visitors, investors, business people and students who come here, adding to our economy and enriching our society.

3. We also intend to meet our international obligations to refugees who need our protection. We will welcome genuine refugees and promote their integration within the community.

4. Above all, we need a system which protects the security of this country, prevents abuse of our laws, is fair to lawful migrants and the British public, and in which people have confidence.

5. Increasing globalisation, changing patterns of travel and migration, and international crime and terrorism all pose challenges for our country, as they do for all advanced, industrialised countries.

6. Within this context, the work of the UK Border Agency (UKBA) is founded on three strategic objectives:

- We will protect our border and our national interests;
- We will tackle border tax fraud, smuggling, and immigration crime;
- We will implement fast and fair decisions. These support the agency's purpose:
- Secure our border, and control migration for the benefit of our country.

7. UKBA is a key operational agency within the Home Office, specifically supporting the strategy of *'Working together to protect the public'* by delivering on the strategic objective:

- secure our borders and control migration for the benefit of our country.

8. The UK Border Agency (UKBA) came into existence on 1 April 2008. It brought together the work of the former Border and Immigration Agency, of UKvisas and the customs detection work at the border of Her Majesty's Revenue and Customs, and has the responsibility for tackling smuggling as well as that of immigration control.

9. The new agency will re-organise itself into three unified operations:

- a single border force, which will permit a single checkpoint for both passport control and customs;
- international work, including visa operations, international policy and overseas liaison; and
- immigration work, including asylum and managed migration.

These will be supported by corporate functions and by an Intelligence Directorate and an Enforcement Directorate to provide support for the whole business.

10. The UK Border Agency Race, Disability and Gender Equality Scheme sets out how the UK Border Agency intends to carry out the general statutory duties to promote race, disability and gender equality.

11. The Home Office is committed to a policy of equality opportunity for all staff. We will not discriminate on grounds of gender, gender identity, ethnic origin, age, disability, sexual orientation, faith and belief, marital or civil

partnership status or any other factor irrelevant to a person's work. Assessment for recruitment, selection, appraisal, training and career progression purposes is based entirely on the individual's ability and suitability for the work. We are committed to providing staff of all ages and backgrounds with opportunities to maximise their skills and achieve their potential, offering flexible working arrangements wherever possible. We will make suitable adjustments to the accommodation where required in consultation with the HODS network, and involve disabled staff in any discussions regarding adaptations to their working environment. We encourage a diverse workforce and aim to provide a working environment where all staff at all levels are valued and respected, and where discrimination, bullying and harassment are not tolerated. We expect all our staff to play their part in supporting this aim.

12. UK Border Agency wholeheartedly supports The Home Office 3-Year Diversity Strategy which was launched by David Normington (Permanent Secretary) in May 2007. This strategy acts as a strategic driver to help secure an integrated and systematic approach to equality and diversity, across all business areas, within the Home Office Group. Its five strategic aims are:

- managers at all levels demonstrate effective leadership on equality and diversity;
- potential of under-represented groups developed to create a representative workforce at all levels;
- a working environment where staff respect and value each other's diversity;
- effective Home Office implementation of statutory obligations on equality and diversity; and
- services delivered in a way that promote equality and respect diversity.

UK Border Agency reports on these aims on a quarterly basis and works with the Home Office strategic team to agree both strengths to build on and areas for improvement.

13. The UK Border Agency adheres to the Home Office values, which were developed in consultation with its staff and stakeholders and which underpin how we will achieve our objectives and guide our everyday behaviour.

These are:

- we deliver for the public;
- we are professional and innovative;
- we work openly and collaboratively; and
- we treat everyone with respect.

14. This is a summary of what the UK Border Agency will seek to achieve through the scheme. Specific actions are set down in the UK Border Agency's Action Plan for the three strands (while the UK Border Agency accepts that gender identity is a separate strand it will be considered in this scheme along with gender because of the legislative requirements). The UK Border Agency has developed a regionally delivered service. With effect from 1 April 2007 the functions of Managed Migration, Asylum and Enforcement and Removals Directorates have been unified, and are the responsibility of senior UK Border Agency Directors in each region. Policy has not been regionalised.

15. The UK Border Agency is committed to meeting its obligations under the:

- Race Relations Act 1976, as amended;
- Disability Discrimination Act 1995, as amended; and
- Sex Discrimination Act 1975, as amended.

16. The obligations laid down under each Act are not identical. Under the Race Relations Act the UK Border Agency has a duty to have regard to the need to eliminate unlawful discrimination and promote good relations between persons of different racial groups, but it is subject to two important exemptions from the Act. It is exempt from the duty to promote equality of opportunity in performing immigration and nationality functions within the meaning of the Act. It is also exempt from the duty not to discriminate on grounds of nationality or ethnic or national origins when authorised by statute or a ministerial authorisation, but is subject to the rest of the duty. The exemption from the duty to promote equality of opportunity is because that duty is considered incompatible with the exercise of immigration controls in respect of people whose opportunities could be improved by coming to or living in the UK.

17. In relation to its obligation under the Disability Discrimination Act, the UK Border Agency has due regard to the need to:

- eliminate unlawful discrimination;
- eliminate harassment of disabled persons;
- promote equality of opportunity between disabled persons and other persons;
- take steps to take account of disabled persons' disabilities, even where that involves treating disabled persons more favourably than other persons;
- promote positive attitudes towards disabled persons; and
- encourage participation by disabled persons in public life.

18. In relation to its obligation under the Sex Discrimination Act 1975, as amended, the UK Border Agency will meet its requirements under section 76A of the Act, by which a public authority

shall have due regard to the need to eliminate unlawful discrimination and harassment and to promote equality of opportunity between men and women when carrying out its functions.

19. Unlawful discrimination can be:

- on the grounds of sex. This can be discrimination against women or against men;
- on the grounds of intending to undergo, undergoing or having undergone gender reassignment;
- against married persons or civil partners (though not against single persons);
- on the grounds of pregnancy or paternity leave;
- by way of victimisation; or
- harassment, including sexual harassment.

20. The Sex Discrimination Act (Amendment) Regulations 2007, when they are enacted, will extend protection against discrimination in the provision of goods and services on the grounds of actual or proposed gender reassignment, in accordance with EC Directive 2004/113 (the Equal Treatment Directive). The UK Border Agency is committed to meeting its obligations towards transsexual people, and, as a matter of good practice, will extend this towards transgender people as well.

21. The Action Plan identifies key actions for the agency's various business areas.

22. The UK Border Agency is committed to the effective performance of all of its duties, and the required outcome of the scheme is that it will conform with all of them. The scheme will be reviewed annually so that its effectiveness can be monitored and, if it transpires that any of the duties are not being met, corrective action can be taken. The UK Border Agency is committed to delivering an efficient, professional and legally compliant service.

23. In many cases, the links between specific aspects of the Government's immigration policy on the one hand and community relations on the other are unlikely to be direct or causal. International developments, media reporting of equality and immigration issues, social and economic conditions within communities and particular events all exert powerful influences on public attitudes and behaviour. However, the Government clearly has a key role to play in leading a constructive, informed public debate on these issues: this includes explaining the positive benefits of migration within the context of a globalised world economy.

24. In all cases where it falls to UK Border Agency officials to provide advice to Ministers or the UK Border Agency Board concerning significant proposed or possible changes to policy or procedure which may affect the UK Border Agency's discharge of the general duties, it will be mandatory to include a specific section in the submission or paper on the proposal's potential impact on the promotion of race, disability and gender equality and the need to avoid unlawful discrimination.

25. The Commission for Equality and Human Rights has issued guidance on gathering and analysing evidence to inform policy, which includes guidance on carrying out impact assessments. The guidance says that relevant parties should be consulted or, in the case of disabled people, involved in gathering evidence. In practice, the UK Border Agency may sometimes need to introduce changes in immigration law with immediate effect, in order to avoid a last-minute rush of applicants eager to take advantage of any loophole that might be about to close, and this may limit the degree of involvement the UK Border Agency is able to achieve. There may also be circumstances in which consultation is impractical for security

reasons. The UK Border Agency will, however, in all cases gather and analyse such evidence as is available to it in order to assess the impact the proposed policies are likely to have, and how it can eliminate or mitigate any adverse impact.

## **Internal Approach to Consultation and Involvement**

26. The UK Border Agency takes its commitment to consulting and involving its staff seriously.

27. When drafting the race, disability and gender aspects of the scheme, the relevant staff networks were consulted. The Network (for staff interested in race equality within the Home Office) was consulted for race aspects, as were the Home Office Disability Support Network for the disability aspects and Home Office Women and a:gender (for transsexual members of staff) for the gender and gender identity aspects, and these latter networks were involved in the working groups that were set up to oversee it.

28. In addition, when the Disability Equality Scheme was drawn up, two user forums (described more fully in paragraphs 30 - 32 below) were held to consider both internal and external aspects of the scheme. Disabled members of staff were invited to these events, through the Home Office Disability Support Network and through internal channels of communication, and made an effective contribution.

29. Subsequently, when the Gender Equality Scheme was drafted a series of focus groups were conducted, at which members of staff considered various HR aspects and then looked at the different issues, including why data is collected, why men and women appear to outperform each other at various levels, part-time and flexible working patterns, maternity and paternity policies, and training.

30. A questionnaire was forwarded to internal stakeholders in all UK Border Agency Directorates, principally through the network of Equality and Diversity Advisors, and to the trade unions. The replies were considered and were taken into account in compiling the scheme.

## **External Approach to Consultation and Involvement**

31. The UK Border Agency has a large existing and developing regional structure, operating at over 40 locations throughout the UK, including seaports, airports and other offices and establishments. Every year, the Agency has contact with a vast number of individuals as arriving passengers, applicants, sponsors, appellants and immigration offenders. For many, their interaction with the UK Border Agency is a short and simple experience. For others, their contact with the Agency is likely to be more prolonged and less straightforward. The Government believes that the immigration system should treat everyone fairly without unlawful discrimination. All immigration, asylum and nationality cases are considered on their individual merits in accordance with the law and published policy.

32. The three Acts (the Race Relations Act 1976, Disability Discrimination Act 1995 and Sex Discrimination Act 1975) all specify that when a public authority draws up an Equality Scheme there must be consultation with or involvement of relevant parties. The UK Border Agency fully recognises that consulting and involving a wide and diverse range of people is essential for producing a robust and comprehensive scheme. It has sought to consult and involve those who have no specialist knowledge of its work but could look at it from the outside and provide the perspective of a service user.

33. As regards the Disability Equality Duty, the Disability Discrimination Act requires that disabled people must be involved in drawing up the Scheme; they must be people who appear to the authority (i.e. the UK Border Agency) 'to have an interest in the way it carries out its functions'.

34. The Home Office Disability Support Network, which is an independent support network for Home Office staff with disabilities, was involved in the planning process from the start. But it was also necessary to involve representatives of other organisations, so that the UK Border Agency's policies and functions could be scrutinised from the outside.

35. Delegates from a number of organisations representing disabled people (as well as members of the UK Border Agency's staff) were invited to two user forums, during which the agency's policies and procedures were considered, and the input provided used to inform the drafting of UKBA's associate scheme. The continuing involvement of disabled people in the progress of the scheme will in future be the responsibility of the regions, who may conduct regional fora or organise any other means of involvement they consider feasible.

36. The duties in relation to the race and gender duties are less stringent, consisting of an obligation to consult rather than to involve, but nonetheless the UK Border Agency has taken its duties seriously and has taken care to consult relevant stakeholders with regard to both race and gender while drafting the scheme and to ensure their views are taken into account. The gender equality questionnaire referred to in paragraph 25 was also sent to external stakeholders, and some comprehensive replies were received.

37. In the future, the UK Border Agency will maintain and extend its contact with stakeholders and will ensure that full account is taken of their views when monitoring and revising the scheme.

38. The UK Border Agency's field of work remains among the most sensitive and high profile in Government. Its prime function is to advise Ministers in the formulation of immigration, asylum and nationality policies; to implement approved policies; and to administer legislation passed by Parliament in these fields by delivering front-line services to passengers and applicants.

39. Within government, the UK Border Agency is responsible for bringing forward immigration and nationality policies that reflect Ministers' assessment of where the public interest lies, having regard to UK's social and economic interests and to the broadest possible span of public opinion. This includes reconciling the rights and needs of individuals and of new communities with those of the country as a whole.

40. The UK Border Agency will consult outside Government as appropriate in each case when assessing the potential impact of significant change to policy and procedure.

41. Consultation may take different forms, depending on the scale of the issues concerned. At the highest level, Ministers may decide to carry out a full public consultation exercise in respect of proposals for major policy or legislative change, applying the principles contained in the Cabinet Office guidance on public consultations. On other issues, Ministers and officials might decide to adopt a more targeted approach on consultation, approaching representative, academic, or professional bodies for an expert view where the matter at issue is more technical.

42. In determining which external groups to engage on policy issues, the UK Border Agency will act in accordance with the need to engage the

legal practitioner community, but also to reach beyond well-established contacts to bodies and groups representing local communities and faith communities.

43. In practice, it will not always be possible or appropriate for the UK Border Agency to consult outside government because of the need to preserve the effective administration of immigration control and to respond rapidly to developing operational situations as they arise. However, an impact analysis will in any case be done. Owing to the pressurised and fast-moving nature of the Agency's work, there is inevitably a fine balance to be struck between consultation, flexibility and the needs of the business. The decision to consult will be dictated by the scale and nature of the impact of the proposed policy change against the need of the business and by the value likely to accrue from obtaining the views of others. Where the UK Border Agency does undertake consultations outside government, it will ensure that the exercise is:

- meaningful, in that it genuinely feeds into the decision-making process and is timed to allow this to happen;
- representative, in that it is genuinely based on a proper cross-section of views and that these views genuinely represent the community groups likely to be affected; and
- effective, in that it genuinely makes an impact on the policy development process.

44. Examples of circumstances in which the UK Border Agency will not normally consult because to do so might have significant adverse operational consequences or prejudice the public interest or the rights of individuals include:

- new visa regimes, prior to being announced to Parliament;

- specific enforcement or other Immigration Service operations aimed at tackling illegal immigration or breach of the immigration laws; and
- other areas where to do so might prejudice the administration of immigration control or the rights of an individual (e.g. to privacy).

## Gathering evidence

45. Whenever a new policy or procedure or a significant change to an existing policy or procedure is proposed the UK Border Agency will perform an Equality Impact Assessment of policies and practices. Initial assessment will be by screening, followed by a full Equality Impact Assessment if the screening indicates that one is needed.

46. The purpose is to assess the relevance of what is proposed to the statutory equality duties in relation to race, disability and gender, including gender identity, and also to age, religion and belief, and sexual orientation. By including the latter three strands in assessments the Home Office has gone beyond its legal requirements as a matter of good practice. Any adverse effects on particular groups which are identified will need to be addressed.

47. Guidance concerning the Equality Impact Assessment process is set out on the Home Office's internal website. There are two documents which have been designed to assist any member of staff who needs to undertake an Equality Impact Assessment, a guidance summary and a template which sets out the stages that must be followed. Training for policy makers is also provided in conjunction with the central strategic Home Office team.

48. The Home Office's Overarching Race, Disability and Gender Equality Scheme sets out the process in detail (p19):

'In order to support the Equality Impact Assessment (EIA) process we have developed tools, including templates, training and guidance documents, to ensure that staff are knowledgeable and confident in assessing the impact of policies. Our EIA tools enable consideration of the equality impact of policies and functions on disability, race, gender, gender identity, age, religion and belief, and sexual orientation.

The EIA process has six stages:

- Preliminary screening – assessing the extent to which a policy is relevant to equality. A full EIA is not required if the business activity is assessed as not being relevant to equality. This must be supported by evidence and signed off by the head of the policy/programme unit.
- Considering existing evidence – reviewing current qualitative and quantitative research.
- Gathering evidence through community engagement – involving internal and external stakeholders in policy and programme development.
- Mitigating adverse impacts.
- Ensuring public access to information – ensuring that stakeholders have access to the policy and programme development process, as well as encouraging policy owners to build ongoing relationships with stakeholders and communities once the policy is in place.
- Monitoring the effect of the policy.'

49. Current policies and practices will also be screened for their relevance to race, disability and gender equality, and assessed as appropriate. This will be done by 2010 in line with our 3-Year Diversity Strategy.

50. Where the UK Border Agency requires further information about the potential impact of a proposed new policy or procedure on community relations, the Agency will, as far as possible, seek to make use of existing contacts with representative bodies, local authorities, national and local law enforcement agencies and community organisations for an informed view.

51. Where appropriate, the UK Border Agency will consider gathering statistical information on the effects of its policies and practices. It should, however, be borne in mind that the collection of usable data is not straightforward and, in the case of disability, there are particular difficulties raised by differing cultural understandings of the concept of disability. Since the cost of obtaining such data is likely to be high, the UK Border Agency will also need to consider the resource implications with reference to how the information can be used to help substantial numbers of people in genuinely practical ways.

52. The UK Border Agency have not hitherto collected information about the ethnicity of passengers and applicants as a matter of routine. The annual Command Paper *Control of Immigration: Statistics United Kingdom* contains fairly detailed case outcome information, broken down by nationality or geographical region of origin where those data are available. The UK Border Agency will consider specific proposals for new projects involving ethnic monitoring. In particular, research studies are being undertaken into the feasibility of collecting data on the ethnicity and other circumstances of arriving passengers who are delayed for further questioning, and also into port refusal rates for different nationalities.

53. In all cases where it falls to UK Border Agency officials to provide advice to Ministers or the UK Border Agency Board concerning significant proposed or possible changes to policy or procedure which may affect the UK Border

Agency's discharge of the general duty, it is mandatory to include a specific section in the submission or paper on the proposal's potential impact on good relations between persons of different racial backgrounds, and the need to eliminate unlawful racial discrimination. In particular, officials must consider the following questions:

- Is change likely to have a practical impact on particular nationalities or racial groups, or on disabled people or transsexual people or is it likely to affect men and women differently, and, if so, which groups and to what degree?
- What effect, if any, might the proposal have on relations between different settled UK communities or between disabled people and others?
- What effect, if any, might the proposal have on relations between settled UK communities and new recent migrants to the UK?
- What possible alternative options have been considered to avoid the impact?
- If the change has to be made and is likely to have a negative impact, how can the impact on the groups affected be mitigated?
- If there is likely to be an impact on particular groups, such as to amount to discrimination under the Race Relations Act, would a ministerial authorisation under the Race Relations Act be required?
- How might the changes be made in a way that does not stigmatise particular groups or otherwise harm race relations or disadvantage disabled people or transsexual people or either men or women?

54. Where it is judged that further evidence is required before a policy with potentially far-reaching ramifications can be developed further, the UK Border Agency will consider commissioning research to examine existing

available data or to collect additional data, if possible, as part of existing research programmes. This approach will only be considered if the necessary evidence cannot be obtained by other proportionate means.

55. All major enforcement operations must be assessed for potential community relations impact in advance. Race equality, disability and gender issues, including issues specifically or additionally relevant to gender identity, are taken into account in the operation of arrangements to support and accommodate destitute asylum seekers in their initial accommodation or in the community, and in managing immigration detention centres.

56. Wherever possible, assessments of functions and policies, impact assessments and the results of consultations and monitoring will be published on the UK Border Agency's website ([www.ukba.homeoffice.gov.uk](http://www.ukba.homeoffice.gov.uk)). But there may be occasions when publication might adversely affect the integrity of immigration control, the UK's international relations or national security. On those occasions, information will not be published.

57. A significant portion of the UK Border Agency's services are contracted out. Where this happens, the contractors are bound by the same terms as the Government. The UK Border Agency is responsible for ensuring that the general and specific duties are met when it delivers its functions, specifically in the production and management of Service Level Agreements.

58. The UK Border Agency is committed to ensuring that the material it publishes, and the services it provides, are accessible to all members of different communities. The quickest and easiest way to find out about these matters is to visit the UK Border Agency website. Where there is substantial need for it, the UK Border Agency seeks to produce information translated into foreign languages. In respect of verbal

communication, where UK Border Agency customers cannot understand English, an interpreter is called in from the UK Border Agency Interpreters Unit.

59. Ensuring that the scheme works in practice will require a full commitment from all the UK Border Agency's staff, from senior management down, to implement it in their day to day activities. The message is being disseminated through the channels of communication so that all staff become aware of their personal obligations to abide by the legislation, and awareness of race, disability and gender equality is incorporated into staff training as appropriate.

60. The responsibility for ensuring that each individual directorate within the UK Border Agency complies with its duties under the Race Relations Act, Disability Discrimination Act and Sex Discrimination Act belongs to the senior director accountable for the relevant directorate. The Enforcement and Compliance Policy Development Unit is responsible for co-ordinating the UK Border Agency's Race, Disability and Gender Equality Scheme, and the internal aspects of the scheme will be the responsibility of UKBA's senior HR Director.

61. The UK Border Agency's Equality Scheme will be reviewed annually in April, and a revised version will be produced every three years. The agency has set up a system of Regional Equality and Diversity Action Groups to consider equality and diversity issues within each of its regions, and these have been given the responsibility for assessing the agency's performance with regard to both internal and external matters, and for reporting on progress within each region.

## Key Challenges

62. The key challenges in the areas of race, disability and gender equality currently facing the UK Border Agency can be grouped under the following headings:

### Internal and Staffing

- It is the UK Border Agency's policy that all staff receive appropriate diversity training; this ranges from initial induction through to specialist courses for staff and managers.
- Home Office race, disability and gender employment targets for representation, progression and retention are in place in UKBA, these are monitored quarterly and will be reviewed in 2009. The Agency's employment practices promote race, disability and gender equality and equality of opportunity, seeking to eliminate any possibility of discrimination.
- Confidentiality is maintained concerning information about diversity issues in individual cases, which has been obtained in the course of official duties.
- UK Border Agency staff must be aware of Section 22 of the Gender Recognition Act 2004, which makes it an offence (except in certain specific circumstances) to disclose information that has been acquired in an official capacity about a person's gender history. Home Office policy has gone beyond the requirements of the law, and UK Border Agency staff must be aware of Home Office Notice 032/2006, which explains the policy in this area.

### The UK Border Agency's Processes

- Asylum, immigration and nationality decisions and operations avoid all unlawful discrimination. Ministerial authorisations under the Race Relations Act, section 19D are properly justified, evidence based, legally robust, and kept in force for only so long as necessary.

- Equality impact assessments are performed to assess the impact of new policies and functions or changes in existing policies and functions on grounds of race, disability, gender, gender identity, religion or belief, sexual orientation and age, whenever this is needed.
- Non-visible disabilities, where known, are taken into account when providing services and conducting interviews, and the UK Border Agency directorates are aware of support groups and maintain lists of relevant organisations.
- Contractors and shared service suppliers' functions on behalf of the UK Border Agency are monitored to ensure that they and their staff avoid unlawful discrimination and harassment, and actively promote equality and diversity.
- Dispersal of asylum seekers takes account of the needs of individuals receiving support, to ensure that they are dispersed to areas where appropriate support is available, and that accommodation is adapted for specific requirements, taking into account the temporary nature of the accommodation and the duties owed by other bodies, such as local authorities. Dispersal takes into account issues of local race relations.
- A detention policy is put in place which specifically relates to gender identity (this is particularly relevant with regard to issues of single-sex accommodation, searching, access to medication, privacy for dilation by transsexual women, and hostile attitudes towards detainees perceived to be transsexual by other detainees).

### Evidence gathering and monitoring

- Monitoring arrangements for various areas of the UK Border Agency's performance are introduced, where it is sensible and reasonably practical to do so, and the outcome of such monitoring is fed back to inform future policy and operations.

- Statistical evidence is maintained, and this is regularly analysed to identify areas where there may be disadvantage on the grounds of race, disability or gender.

### Contact with customers

- Refugees are empowered to achieve their full potential as members of British society, to contribute fully to the community and to become fully able to exercise their rights and responsibilities, which they share with other residents.
- Applicants for asylum, entry clearance and entry under routes of managed migration are given the opportunity to indicate any needs they may have and are made aware of the assistance that is available to them. They are made aware of race, disability and gender issues, including issues specifically or additionally relevant to gender identity, and are reassured that any information disclosed relating to those grounds will not lead to a negative response.
- Written communication (including forms and letters) can be made available in formats that can be accessed by all who need them, such as the visually impaired, people with learning difficulties and those for whom English is a second language.
- The UK Border Agency must treat its customers with due respect.

### Specialised facilities

- Specialised equipment to assist disabled customers must be accessible as appropriate and staff must be aware of where it can be obtained, if needed. Every port must have a contingency plan, to include details of where specialised equipment is located.

### Race Relations (Amendment) Act 2000: Immigration and Nationality Provisions and ministerial authorisations

63. The Race Relations (Amendment) Act 2000 amended the Race Relations Act so as to:

- a) outlaw race discrimination in public functions not previously covered by the Race Relations Act;
- b) place a general duty on specified public authorities to promote race equality; and
- c) give the Home Secretary powers to impose specific duties on public authorities subject to the general duty and to add to the list of bodies to which the general duty applies.

64. The UK Border Agency is exempt from the duty to promote equality of opportunity under section 71 of the Race Relations Act because the application of the immigration and nationality legislation necessarily involves denying opportunities to some groups on the basis of their nationality, which are offered to others. The UK Border Agency is subject to the remainder of the general duty to have due regard to the need to eliminate unlawful discrimination and to promote good relations between different racial groups.

65. Section 19D of the Race Relations Act (as amended) provides a specific exemption in respect of immigration functions. The requirement for an effective immigration control in some circumstances necessarily involves treating some groups differently from others, a feature not particular to the UK. Discrimination on the basis of nationality or ethnic or national origin in the exercise of immigration functions is not unlawful under the Act if required by specified immigration legislation or expressly authorised by Ministers. A ministerial authorisation permitting differential treatment reflects the need to target limited resources towards dealing with certain types of

immigration abuse or disrupting the activities of people traffickers. The section 1 9D exemption does not apply to acts carried out by the Agency in respect of the investigation or prosecution of criminal offences. Discrimination on the grounds of race is not permitted by the Act except where justified on national security grounds.

66. Section 1 9E of the Act provides for the appointment of an independent Race Monitor to report to Parliament via the Home Secretary on the likely effect of any ministerial authorisations made under section 1 9D and on how such authorisations are acted upon in practice by immigration staff. This position will be abolished when the UK Borders Act 2007 comes into effect, and its responsibilities taken over as part of the duties of a new position of Chief Inspector.

67. The UK Border Agency intends to carry out the general duty to eliminate unlawful discrimination and to promote good relations between different racial groups as laid down in section 71 of the Act.

68. Delivering race equality is one of the main challenges for the UK Border Agency. It is also a prerequisite to successful delivery of our aims. Race equality runs through all of our aims and is central to the way we deliver them. The Race Relations Act places a responsibility on every public servant for ensuring race equality in the delivery of public services. The UK Border Agency has to be a beacon of good practice and an exemplar to the public service and the UK as a whole. That is one reason why the scheme is so important.

69. Race equality is a particularly crucial issue in the UK Border Agency area. In many respects the formulation, presentation and implementation of immigration policy has the potential to influence the climate of race relations in the UK. This includes the way in which visitors and migrants of all categories are treated in practice; public

opinions and perceptions about the fairness and effectiveness of the system of immigration control (including its contribution to public security); the way in which migrants impact on the pattern of experience of existing communities; and their integration into the social and economic fabric of the country. It also includes Home Office monitoring and control of contractors, for example those operating detention services, to ensure that they and their staff avoid unlawful discrimination and racial harassment and actively promote race equality.

70. The Race Relations Act also makes special provision for complaints of unlawful racial discrimination which concern decisions made by the UK Border Agency on the entitlement of a person subject to immigration control to enter or remain in the UK. It is open to those applicants who believe they have been subject to unlawful discrimination to appeal on this basis to the Asylum and Immigration Tribunal as part of the 'one stop' immigration and asylum appeal process. Persons complaining about unlawful discrimination by the UK Border Agency otherwise than in relation to their entitlement to enter or remain in the UK may apply for damages in the civil courts in the usual way.

### **UK Border Agency policies and functions and their relevance to race, disability and gender equality**

71. The following section sets out policies and functions, describing the key challenges and assessing their relevance to race, disability and gender equality on a scale of high/medium/low. Prior to April 2007 these were the responsibility of individual directorates but, with the regionalisation of the UK Border Agency, the regions have responsibility for many of these policies and functions.

## Policy

### Policies and functions of particular relevance

72. UK Border Agency Policy Units provide support to both Ministers and UK Border Agency staff in the development, implementation and communication of immigration and asylum policy.

### Objectives and targets

#### (a) The Points-Based System (high relevance)

- Ensure, and monitor, that no-one is prevented solely by reason of race, disability or gender from obtaining the requisite number of points.

#### (b) Impact assessments (high relevance)

- Ensure that all proposed policies and functions, and changes in existing policies, are screened for relevance to race, disability and gender equality, and a full equality impact assessment is performed if needed. A timetable will be devised to screen existing policies.

(c) Protection of those fleeing from persecution in accordance with our obligations under the United Nations 1951 Refugee Convention and its Protocol, while returning those whose claims fail to their own countries (medium relevance).

- Ensure that asylum seekers, including those affected by mental disorders, are not disadvantaged in the consideration and processing of their claims by reason of factors related to race, disability gender or gender identity.

## Asylum

### Policies and functions of particular relevance

73. Through asylum case management, to manage the processes for all new asylum claimants.

To enable destitute asylum seekers to be supported while their claims are under consideration.

### Objectives and targets

(a) To ensure that asylum seekers with a disability, or special or gender-specific care needs (for example pregnant women or domestic violence survivors) have the opportunity to disclose, and have due consideration of, these needs; and, where necessary, are provided with appropriate support (high relevance).

- In the process of considering and allocating accommodation, due regard is paid to any need specified at point of claim – in person or within the asylum support application. For example, where a disability affecting mobility is identified, ground-floor accommodation would be provided, or in considering gender-specific needs, providing single-sex accommodation.

(b) To ensure that dispersal (the allocation of accommodation around the country after initial reception to asylum seekers) is to suitable locations and, for example, to areas where there are support networks or community organisations which can provide assistance to those who require it, or where appropriate treatment can be accessed, if needed (high relevance).

- Asylum seekers who may be at risk in specific locations are not sent to those locations, for example domestic violence survivors.
- Medical advice is taken into consideration for asylum seekers who require treatment and medical support. These applicants will be dispersed to locations where such support is available, and provided with accommodation that is equipped with the necessary facilities to keep medicines at the right temperature.

Asylum Support Policy Bulletin 85, 'Dispersing Asylum Seekers with Health Care Needs', is a publicly available document which can be found on the website [www.ukba.homeoffice.gov.uk/sitecontent/documents/policyandlaw/asylumsupportbulletins/medical](http://www.ukba.homeoffice.gov.uk/sitecontent/documents/policyandlaw/asylumsupportbulletins/medical). The following two paragraphs from the bulletin specifying the policy towards asylum seekers with HIV/AIDS:

'Newly arrived asylum seekers with HIV/AIDS who are not currently receiving ongoing treatment in the UK should be dispersed from initial accommodation at the earliest opportunity to enable them to start treatment on dispersal to a suitable area. In other cases dispersal should only take place following expert clinical advice from the treating clinician.'

'Dispersal should normally only take place if the asylum seeker is medically stable and does not have any other active complication, or when asylum seekers and clinicians have had time to adequately prepare for dispersal and have confirmed arrangements with either the asylum support caseworker or the asylum support medical adviser.'

(c) To ensure that asylum seekers are not prevented by reason of race, disability or gender from presenting their case to its best advantage (high relevance).

- In considering asylum applications, the case owner is responsible for managing all aspects of the asylum claim through to its conclusion, and will need to be aware of how disability, including hidden disability, and gender factors, such as the effect of sexual trauma, can affect applicants in presenting their case. Case owners will have access to appropriate training, and applicants will have to be made aware that they are able to ask for assistance; that disclosure of disability will not be a negative factor in considering applications; that family members, including domestic violence survivors, are able to make separate

applications and have separate interviews; and that they can request a case owner and interpreter of the same sex as themselves. The need for services to be in place to provide appropriate assistance in individual cases should be considered.

- Objective approaches should be piloted and monitored which enable the relevant evidence to be correctly identified and taken into account before an asylum decision is made, to avoid allowing subjective values and assumptions to influence the outcome.

## Border Control

### Policies and functions of particular relevance

74. The Border Control Directorate has taken an active role in highlighting the objectives and targets for disability in its business area, as well as providing comprehensive information about the issues arising in specific ports.

The Directorate has identified three key challenges specific to its business area:

- how best to ensure that the functions delivered are of consistent quality throughout all ports regardless of size and geographic location;
- how to monitor the quality of the functions delivered in order to ensure that issues are raised and improvements made where appropriate; and
- how to involve disabled people in taking this forward.

Many of the functions and services required by disabled people travelling through ports are already provided by airport authorities and airlines. The UK Border Agency does, however, have an obligation to ensure that any member of the public who may require additional immigration checks such as further questioning/interview, or is detained, is offered all necessary additional assistance.

## Objectives and targets

(a) To ensure that a contingency plan is written by the business manager for each port within the command to ensure that all facilities will be offered as required, regardless of location. As a further measure, all staff will be made aware of their obligations and what plans are in place at their location (high relevance).

In the area of border control, it is paramount that customers are treated with respect, and UK Border Agency staff will be expected to ensure that they are.

## Enforcement and Removals

### Policies and functions of particular relevance

75. The enforcement of immigration law, delivering UK immigration control needs, including responsibility for the return of failed asylum seekers and the provision of the operational enforcement capability for the UK Border Agency.

Enforcement and Removals Directorate (E&R) has identified the objectives and targets for disability in its business area:

- The three key challenges specific to the business area are:
  - how best to ensure that all functions are consistently disability friendly;
  - how to monitor the quality of the functions delivered in order to ensure that issues are raised and improvements made where appropriate; and
  - how to involve disabled people in taking this forward.
- The main task of E&R is the removal of people who have no legal right to stay in the UK. It is considering how best to ensure that the special problems of disabled people who may be

subject to this process are addressed, possibly by the use of a questionnaire-based system.

- One of the main targets is for appropriate staff to be trained in carrying out equality impact assessments. This will ensure that any new policies and procedures comply with equality legislation.
- Operations should consider disability and gender issues and draw up a risk assessment whenever these might be a factor.

## Detention Services

### Policies and functions of particular relevance

76. The detention of immigration offenders, those who are scheduled to be removed from the UK and certain categories of asylum seeker.

### Objectives and targets

(a) To ensure that appropriate decisions are made concerning which site detainees are sent to (high relevance).

- There is currently a site criterion. When a person comes into custody an assessment is undertaken, and a person with particular needs will be sent to a location where there are appropriate facilities.

(b) To ensure that appropriate support and facilities are available for detainees with particular needs (high relevance).

- All detainees are seen by health professionals within 24 hours of arrival when medical needs are considered.

(c) To ensure that disability and gender issues, including issues specifically or additionally relevant to gender identity, are taken into account during movements of detainees between sites and during removals (high relevance).

- A medical escort will accompany a detainee if there is a medical issue with a removal.
- At least one member of an escort must be of the same sex as the detainee.

## Managed Migration

### Policies and functions of particular relevance

77. The implementation of non-asylum immigration streams, by managing routes into the UK labour market and considering applications from people who want to extend their stay in the UK, study or settle.

Consideration of applications for British nationality.

### Objectives and targets

(a) To ensure that applicants are not disadvantaged by reason of disability or gender when making paper-based or electronic applications (high relevance).

- The efficacy of written and electronic methods of communication needs to be considered, and how appropriate assistance can be given to those who are unable to present their case to its best advantage by reason of impairment or factors related to gender, for example pregnancy, nursing a baby or care of children.

To ensure that applicants are not disadvantaged by reason of disability or factors related to gender when dealing face to face with Customer Contact Centres or Public Enquiry Offices (PEOs), including cultural approaches to gender (so that, for example applicants from some cultures are only spoken to by someone of a particular gender) (high relevance).

- Customer Contact Centres and PEOs to be constructed to specified standards. The PEO currently under construction in Sheffield takes disability and access fully into consideration and could serve as a good practice model.

(c) To ensure that applicants for British nationality are not disadvantaged by reason of disability when taking tests of knowledge of life in the UK or of English for speakers of other languages (high relevance).

- The tests of knowledge of life in the UK are computer-based tests at various centres throughout the UK. The English for speakers of other languages test is usually taken at a local college. Special provisions are in place for disabled people taking the tests. 'Talking software' is made available as required.

## Resource Management

### Policies and functions of particular relevance

78. Dealing with consultants and contractors.

Maintaining the security of UK Border Agency premises.

### Objectives and targets

(a) To ensure that consultants and contractors comply with the requirements of the Race Relations Act, Disability Discrimination Act and Sex Discrimination Act (high relevance).

- Contractors are subject to government terms and conditions. The optimum outcome would be to ensure that they are monitored or self-audited.

(b) To ensure that security and other procedure take account of disability and gender issues (high relevance).

- The Security Guard Unit and messengers in Public Enquiry Offices come into direct contact with the public. An optimum outcome would be for security guards and messengers in public areas to receive appropriate training in dealing with disabled people, women who might be pregnant, members of the public who have

children with them, and transsexual men and women and to be aware of the need to treat others with respect.

(c) To ensure that incident control procedures enable disabled people to evacuate premises quickly (high relevance).

- Arrangements are in place for disabled members of staff to use lifts in the event of an evacuation. Personal evacuation plans must be drawn up for disabled members of staff if they indicate they need one.

## Human Resources and Organisational Development

### Human Resources Directorate Objectives and targets

79. The Equality and Diversity Team (EDT) within UKBA is now known as the Equality and Diversity Strategic Centre (EDSC) which took effect from 22 April 2008.

(a) Diversity Data: To ensure the collection of sound valid data and subsequent monitoring of all HR policies (high relevance).

- HR will continue to promote the benefits to staff of providing their diversity data, so that robust data can be collected and analysed in order to understand the true impact of our policies across all diversity areas, including those staff with part time or alternative work patterns
- HR will work with all staff support groups to encourage better data collection, including actively involving disabled staff by working with the Home Office Disability Support (HODS) and following guidelines on monitoring gender identity from a:gender.

(b) Monitoring/Analysis: To ensure that full monitoring of all UKBA HR policies and practices is undertaken to establish any differing impact on any particular group and to accordingly instigate necessary action/review of policy.

- HR will continue to work with policy owners to ensure that all aspects of policy implementation are monitored.
- UKBA will equality proof every pay award to ensure that there is no % differential between men and women.

(c) Reasonable Adjustments: To ensure the provision of reasonable adjustments where necessary speedily and effectively at all stages of the employee life cycle (high relevance).

- UKBA will work towards full Disability Discrimination Act compliance and beyond to include staff not covered by the Act. This will lead to disabled staff being recruited, retained and developed.
- UKBA will involve disabled staff by working in partnership with the HODS Network.

(d) Accessibility: To ensure the accessibility of the UK Border Agency services for all staff, for example development opportunities, learning and development, communications and childcare provision (high relevance).

- This must be regardless of gender and working pattern and take into account work life balance issues and those with caring responsibilities.
- HR will involve disabled staff by working in partnership with the HODS Network and other stakeholders.
- Particular attention should be given to ensuring that all services are fully accessible to disabled staff, this should include a range of reasonable adjustments as (b) above.

(e) Recruitment/Selection/Progression: To examine closely our recruitment/ selection process and understand if and why it affects certain groups differently (high relevance).

- The Employee Resourcing Group (ERG) will review the recruitment guidance issued to local recruiters to ensure that it matches their operational need whilst providing opportunity for all.
  - ERG and EDSC will develop a sound system of 'dip sampling' job adverts to ensure that no unnecessary criteria are included and no likelihood of indirect discrimination.
  - ERG and EDSC will monitor the make up and throughput of all staff in the redeployment pool and take appropriate action on any findings.
  - The Employee Resourcing Group (ERG) will work closely with Jobcentre Plus to encourage disabled candidates to apply for jobs in the UK Border Agency.
  - UKBA will ensure that the commitments of Disability Symbol are fulfilled and deployed systematically across all business areas.
  - ERG and EDSC will work with Home Office colleagues to examine the policies and outcomes of Senior Civil Service (SCS) Recruitment with a view to developing a strategy to more effectively address the issue of under representation at that level.
  - UKBA will work with Home Office colleagues to establish the need for, and the development of targeted development schemes for under represented/minority groups.
  - UKBA will work closely with **a:gender** and other transsexual employee stakeholder representatives to effectively embed 'gender identity' within policies and procedures and ensure incorporation of the 'trans perspective'. *The Workplace and Gender Reassignment*. A Home Office Guide for Staff and Managers will be promoted across UKBA.
  - HR will use the Barriers paper written by a:gender to better understand the difficulties faced by transsexual men and women around recruitment, progression, promotion and training opportunities.
- (f) Learning and Development: To ensure that our total learning and development strategy meets the needs of our business whilst developing our people to both deliver these and reach their full potential (high relevance).
- EDSC will work with L&D and Home Office colleagues to develop a group wide strategy for future diversity training which will seek to implement a 'blended learning' approach to support business objectives and (UKBA) regional and agency organisation.
  - EDSC will work with L&D and Home Office colleagues to develop a group wide positive action strategy which will support our commitment to addressing under representation at SCS level and the achievement of Home Office aspirational targets; it will also complement the Cabinet Office Leaders Unlimited programme.
  - EDSC will work with L&D and Home Office colleagues to ensure that appropriate diversity impact assessment training is in place, including specialist modules, and embedded in existing training.

## UKvisas

### Policies and functions of particular relevance

80. Processing visa or entry clearance applications abroad from those who wish to come to the UK.

### Objectives and targets

(a) To ensure that applicants are not disadvantaged by reason of disability or factors related to gender when making paper-based or electronic applications (high relevance).

- The efficacy of written and electronic methods of communication needs to be considered, and how appropriate assistance can be given to those who are unable to present their case to its best advantage by reason of impairment or factors related to gender.

(b) To ensure that applicants are not disadvantaged by reason of disability or factors related to gender when dealing face to face with visa sections abroad, and that there is appropriate sensitivity to cultural norms (high relevance).

- There is a requirement that visa sections abroad comply with the Disability Discrimination Act as far as possible, by ensuring access to buildings.

### **Publication and publicity arrangements**

81. The UK Border Agency already collects and publishes a substantial body of statistical information about applications and case outcomes, including information about specific nationalities (for example, the yearly Command Paper on UK immigration statistics). As new policies and procedures are developed, the UK Border Agency will of course take into account the need to build in appropriate monitoring arrangements.

82. The Home Office Research Development and Statistics Directorate already has a number of research projects underway in the field of immigration and asylum. In particular, research studies have been undertaken into the factors that lead Immigration Officers to hold certain arriving passengers for further questioning, to explore the feasibility of monitoring the ethnicity and other circumstances of arriving passengers, and into port refusal rates for different nationalities. Further research projects may be carried out, where appropriate, to evaluate any new major policies or legislative changes post implementation. Where relevant and possible, the impact of government policies on the elimination of unlawful discrimination and the promotion of good race relations will be monitored in the context of such projects and the results published with the relevant research report.

83. Wherever practicable, the UK Border Agency will publish the results of relevant assessments and the nature and outcome of any consultations carried out under this scheme at such time as new policies are announced or introduced. This will include making material publicly available on the UK Border Agency, including the Chief Inspector's annual reports. Material will not be published where to do so might adversely affect the integrity of immigration control, the UK's international relations or national security. Subject to the agreement of participants, the minutes of regular meetings with outside bodies at which consultations take place will also be published. Responses to formal consultation exercises will also be published unless the author specifically states that their comments should be treated in confidence.

84. The UK Border Agency fully accepts the need for programmes, particularly at the local level, to ensure that communities understand the benefits of migration and also the reasons why people become refugees and their special needs. Such programmes aim to enhance community cohesion and counter adverse Press comment on immigration and asylum issues. The UK Border Agency will continue to take forward a programme of work to pursue this aim.

85. The Government wants to ensure that employers do not discriminate against individuals on the basis of their racial background when taking steps to comply with the provisions of Section 8 of the Asylum and Immigration Act 1996 (the 1996 Act). Section 22 of the Immigration and Asylum Act 1999 amended the 1996 Act and introduced a Code of Practice for Employers. The guidance has been produced by the Home Office in consultation with appropriate organisations, including the Commission for Racial Equality (whose responsibilities have now been taken over by the Commission for Equality and Human Rights) and the Equality Commission for Northern Ireland, and can be accessed from the

'Preventing illegal working' pages of the UK Border Agency website at [www.ukba.homeoffice.gov.uk/employers/preventingillegalworking](http://www.ukba.homeoffice.gov.uk/employers/preventingillegalworking). The Code outlines employers' legal obligations under the Race Relations Act 1976, as amended, and the Race Relations (Northern Ireland) Order 1997, as amended, and provides some examples of best practice in employment procedures that can help employers meet these obligations. We advise that it is not comprehensive and it is for employers to operate transparent recruitment practices that are consistent with the law, to ensure fair treatment to all applicants.

86. The quickest and easiest way to find out about the Immigration Rules and information on the services provided is to use the UK Border Agency website. The website also gives answers to the most frequent questions people ask about a whole range of immigration matters.

87. The Public Enquiry Offices are based in Croydon, Birmingham, Liverpool and Glasgow, and offer (for certain types of applications) a same-day service to people who apply in person. Applicants are advised to check the information relating to the office they intend to visit carefully, to ensure they are able to process the application. All information provided by an applicant should be accompanied in English or accompanied by an English translation. There may be times when UK Border Agency staff will need to commission a translation of a particular document or other piece of information.

88. We seek to produce information in foreign language translation when our customers require this. Normally, though not exclusively, this is asylum-related information. Historically, local UK Border Agency business areas have produced asylum-related material, and this is routinely translated into many languages. Other than in asylum-related material, our customers will require translation only when there is a clear and defined need.

89. The UK Border Agency Internet Team produces a range of websites for customers and stakeholders. To reflect the diversity of our customers, we have set up a stakeholder group comprising foreign nationals seeking leave to remain. Once a website is requested, full information will be gained about the target audience and the site will be developed accordingly. We follow worldwide guidelines on usability of websites and aim to ensure that the site can be easily navigated and understood irrespective of what ethnic background a user originates from.

90. In respect of verbal communication, where UK Border Agency customers cannot understand English, an interpreter is called in from the UK Border Agency Interpreters Unit.

## Complaints procedure

91. The equality legislation does not provide individuals with a legal right of action in respect of the general duties. If someone has a complaint regarding the UK Border Agency's compliance with any of the general duties in respect of an immigration or nationality policy matter, they should put their complaint in writing to:

The Deputy Director  
Enforcement and Compliance Policy  
Development Unit  
6th Floor  
Green Park House  
29 Wellesley Road  
Croydon  
CR0 2AJ

92. Appeals about decisions made in individual immigration, asylum or nationality cases should be lodged with the Asylum and Immigration Tribunal via the UK Border Agency in the normal way, and complaints about the behaviour of UK Border Agency staff should be directed to the appropriate complaints unit. For more information, visit the UK Border Agency's website at [www.ukba.homeoffice.gov.uk](http://www.ukba.homeoffice.gov.uk). A statistical breakdown of formal complaints is published annually by the UK Border Agency Complaints Audit Committee in its formal report to the Home Secretary, a copy of which can be found on the UK Border Agency website.

93. The UK Border Agency will monitor the incidence of complaints of racial discrimination made under the Agency's non-statutory complaints scheme, claims for damages in the civil courts for unlawful discrimination, and appeals to the Asylum and Immigration Tribunal at which discrimination is upheld.

94. The Commission for Equality and Human Rights has the power to enforce the specific duties imposed on listed public authorities. It is open to individuals, representative and community organisations, and others to notify the Commission for Equality and Human Rights, if they are concerned that a public authority has failed to comply with its specific duties. However, the UK Border Agency hopes that if there are concerns about the Agency's compliance with specific duties, then in the first instance these concerns would be raised with the Agency itself.



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