



Race Equality Scheme 2008-2011

The vision for public service delivery in Herefordshire



If you would like help to understand this document, or would like it in another format or language, please call the Corporate Diversity Team on 01432 267307 or e-mail diversity@herefordshire.gov.uk.

A summary and easy-read version of this document is also available.

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1. Foreword

Welcome to Herefordshire Council's Race Equality Scheme (RES)

Some organisations have faced the diversity challenge by working to a single equalities scheme, that is a scheme that covers Race, Disability and Gender. However Herefordshire Council, the Primary Care Trust and Herefordshire Hospital Trust believe that race equality should remain as a single-issue focus and be supported by a single-issue scheme. As with all the previous race equality schemes this new scheme is designed to make real changes and positive challenges on behalf of the Black, Asian & Minority Ethnic (BAME) communities and everyone who calls Herefordshire home. This is a statutory and moral obligation and a community leadership challenge.

Chris Bull
Chief Executive of Herefordshire Council
& Herefordshire Primary Care Trust

Cllr Roger Phillips
Leader of Herefordshire Council

2. Introduction

This race equality scheme (RES) is a full review of the 05-08 RES. The purpose of the full review is to ensure that we continue to work to an agenda that is relevant, modern and able to deliver our legal obligation to promote race equality within our sphere of influence in Herefordshire. This sphere of influence has grown with the advent of the new joint working relationship between Herefordshire Council, Primary Care Trust (PCT) and the Herefordshire Hospital Trust (HHT). This joint working initiative brings a greater level of influence to the scheme and so an added level of responsibility to all the people of Herefordshire.

The Equality Impact Assessment process, a process that covers all the diversity strands¹, has mainstreamed race equality actions for specific service areas. It is vital for the success of this work that each directorate and service area owns and delivers on their individual race equality actions. As a result of the macro objectives and to avoid duplication this scheme will work in conjunction with the EIAs to reflect the up-to-date race equality work in Herefordshire. This scheme takes the opportunity to progress macro-social integration by identifying macro (the bigger issues) actions that carry a much stronger social cohesion focus. For example using the specific duty to achieve the aims of the general duty.

In Herefordshire we have made great strides towards our moral and statutory duty of promoting race equality and equality of opportunity, but we continue to be faced with new challenges. Freedom of movement within the expanded EU has resulted in the traditionally static communities of this county becoming very diverse, very quickly. This inward movement of people, perhaps the largest in our history, has changed our expectations of who our neighbours are. The new neighbour challenge helps to emphasise that social and community cohesion is first and foremost about people. Promoting social and community cohesion is our legal, but more importantly our moral, duty. We will be failing all communities if we do not put into practice the tools that facilitate and encourage an atmosphere of acceptance, trust and understanding within Herefordshire

3. The Local Perspective on the National Picture

3.1. Social & Community Cohesion

Since 2002 Herefordshire Council and its partners have made positive progress towards understanding and delivering the race equality agenda as a single issue. During this same period this work has been influenced by the central government challenge of facilitating integration and promoting social and community cohesion, which put plainly means people getting on well.

Definitions of “social and community cohesion”, along with reasons for the Council's adoption of the term “social cohesion” can be found in the Comprehensive Equality Policy. This scheme recognises that both terms, social and community, are relevant in the modern multi-cultural Herefordshire. However, they have very different definitions and different aims. Social, the “macro-social integration”, what sociologists call the “weak ties” of integration is that which occur while shopping, working and socialising. These are the activities that bind the county together. Community cohesion, what happens between neighbours, in local shops, parks, schools and community centres and generally in the neighbourhood, is the “micro integration” and is where the strong ties, more intimate relationships are built and developed.

¹ Race, Religion and Belief, Sexual Orientation, Age, Gender, Disability (as defined by the Home Office), plus two locally identified strands of Income and Geographical Location.

The social and community cohesion focus calls for the key partnerships in Herefordshire to continue in their community leadership role by addressing and challenging issues that could lead to inequality in the three key areas of diversity. These areas are:

- **Social category diversity** is sometimes known as **demographic diversity**. As the name suggests social category diversity includes differences in age, race, ethnicity, disability, sexual orientation and gender.
- **Informational diversity** is sometimes known as **organisational diversity** and includes differences in education, class and housing/residential status.
- **Value diversity** is a concept drawn from psychology and includes differences in personality and attitudes.

This scheme also works with the national indicators of the Comprehensive Area Assessment (CAA) process. Indicator N1 - **Diversity and Community Cohesion**

- Indicator 1, Percentage of people who believe that people from different backgrounds get on well together in the local area
- Indicator 35, Building resilience to violent extremism
- Indicator 128, User reported measure of respect and dignity
- Indicator 140, Fair treatment by local services
- Indicator 13, Migrant English Language skills and knowledge

Indicator 8, *adult participation in sport*, an increasing participation in sport can be seen an indicator of successful integration.

The recommended potential ideas for action for employers (authorities, their partners and commissioned services) are:

- To consider the importance of community cohesion in their equalities and induction training and employee communication. *This recommendation makes it a must that cohesion is the backbone of the RES 08-11.*
- To encourage diversity for the workforce and activities that value different cultures and cross-community involvement
- To embed diversity awareness in effective customer care training for all employees
- To ensure the process for dealing with complaints is widely understood
- To conduct EIAs on council services and policies so that the potential impact of actions is understood and risks assessed. *This has been mainstreamed.*
- To ensure that good customer care and management practices are operated in directly provided and commissioned services so that all service users are treated fairly and with respect and dignity.

3.2. Tension Monitoring

Within all communities there is the potential for tensions to arise, and sometimes these tensions may lead to conflict. The nature of tensions, conflicts and divisions will differ from one area to another: there may be tensions and mistrust between different ethnic or faith groups, urban and rural dwellers, new arrivals and long-term residents, or along inter-generational lines.

All Councils are now required to track and monitor local trends and 'hot spots', alongside any national or international events which may threaten cohesion. They also need to work with partners to agree and implement actions to manage tensions on the basis that early intervention can make a real difference in preventing incidents of public disorder.

The macro focus of this scheme is intended to work with tension monitoring and the general duty to promote good relations between people of different ethnic groups. The consultation for this scheme has produced a lot of evidence of the tensions that exist between people from the new migrant groups that now call Herefordshire home.

Tensions can be categorised as follows:

- **Community** - eg tensions between and within specific communities and incidents between and within specific communities, however a community is defined.
- **Immigration, asylum and refugee** - eg local concerns about the effects of migration on the local area; impact of national policy on migration (eg. asylum dispersal) on the local area; racist attacks motivated by anti-migrant sentiment
- **Racial and religious** - eg actions of racist organisations; racially and/or religiously motivated incidents and offences; concerns within communities (including faith communities) about hate crime

3.3. Race Equality Legislation

3.3.1 Summary of the Race Relations (Amendment) Act 2000

In April 2001 the Race Relations (Amendment) Act 2000 (RRAA) came into force. It placed both general and specific duties on local authorities to promote race equality and prevent unlawful racial discrimination.

The Act requires the Council to publish a Race Equality Scheme, illustrating how it intends to meet the RRAA obligations under the general and specific duty.

The General Duty requires:

- eliminate unlawful discrimination
- promote equality of opportunity
- promote good relations between people of different racial groups

The Specific Duty requires:

- publishing of a Race Equality Scheme
- publishing of a statement of the functions and policies, or proposed policies, which the Council has assessed as relevant to delivering the objectives of the RRAA. This assessment must be reviewed at least every three years.

Additional specific duties include monitoring:

- The number of BAME employees
- Applications for employment, training and promotion by racial group
- Employees receiving training
- Employees who benefit, or not, as a result of the Council's performance assessment procedure (e.g. appraisal)
- Employees involved in grievance procedures
- Employees who cease employment with the Council

3.3.2 Other Legislative Drivers

- **Human Rights Act 1998** – The Human Rights Act (1998) came into force in October 2000, bringing into effect, in UK Law, the European Convention on Human Rights. The implementation of this piece of legislation increases the accountability for the Local Authority, to local people, regarding social justice and social exclusion issues.

- **Article 13 (Treaty of Amsterdam)** - This treaty provides a legal framework of minimum protection against racial discrimination across all the member states of the EU. It makes it unlawful to discriminate on the grounds of racial or ethnic origin. The directive requires member states to protect against discrimination in employment, training, education, health, social security, cultural benefits and goods/services
- **The Equality Act (2006)** - This act established the Equality & Human Rights (EHRC), it prohibits discrimination on the grounds of religion/belief and religious discrimination in the exercise of public functions.

4. What is a Race Equality Scheme (RES)?

A RES is a document which packages up the specific duties of an organisation under race equality legislation into a coherent strategy and action plan. A RES shows how a statutory organisation plans to meet both its general and specific duties. It is a public document and authorities will be answerable to the public for delivering the programme set out in the scheme's action plan.

This 2008-2011 RES reflects future race equality work and carries with it a three-year action plan for promoting race equality in Herefordshire. The RES also reflects the community leadership role of Herefordshire Council and its partners. It sets out the internal and external objectives, with a growing community focus contributing towards a community leadership role.

The scheme outlines how Herefordshire will:

- Monitor actions for adverse impact on race equality
- Consult for the potential or actual disproportional impact of actions on race equality and social and community cohesion
- Publish results of consultation and feedback from monitoring
- Ensure all employees have access to race equality training
- Deal with complaints regarding race equality issues

5. Diversity in Herefordshire Council

5.1. Policies and Structure

Full details of the council's infrastructure which supports this work can be found in the Comprehensive Equality Policy. Of particular note is the overarching Diversity Group, into which reports a Race Equality Steering Group and Race Equality Staff Group.

The Leader of the Council and the cabinet member for Corporate & Customer Services carry the diversity portfolio. The Cabinet has responsibility for approving the RES and the Scrutiny Committee receives progress reports and monitors progress against the action plan.

The Corporate Diversity Group was established in 2003. This group, which is chaired at Director level, leads on the work in Herefordshire Council, ensuring that the moral and statutory obligations regarding the diversity agenda, as a whole, are achieved.

The Race Equality Steering Group (formed June 2002). The RESG is responsible for monitoring the effectiveness of the Race Equality Scheme action plan. This group is chaired by the equality & diversity manager and facilitated by the diversity team, reports progress to the diversity group. Both the RESG and the diversity group have representatives from each Directorate.

The Race Equality Staff Group was established in the Autumn 2003. The remit of the Group is to raise awareness and understanding of race equality issues for Herefordshire Council employees; act as a support network amongst minority ethnic employees and support for victims of racial harassment. This support is offered irrespective of where the racial harassment happens. The Group meetings, which are in work time, are held about every six weeks and managers support attendance.

5.2. Herefordshire Council's Diversity Team

There are four full time members of the diversity team who have varying responsibilities with both an internal and external focus. The team has the corporate responsibility for, among other things, writing, reviewing and maintaining the Comprehensive Equality Policy, Race Equality Scheme, Gender Equality Scheme and the Disability Equality Scheme. The team also delivers race equality awareness training and reviews documents for their relevance to race equality.

5.3. Equality Impact Assessments

An Equality Impact Assessment (EIA) is a way of systematically and thoroughly assessing, and consulting on, the effects that a policy or change in service is likely to have on people from minority groups. The Home Office identifies minority groups in this scenario. As previously mentioned Herefordshire Council goes even further to consider geographical location and income.

EIAs are designed to be a challenging process, but they are not intended to be over-complicated. The EIA process is not however an exact science and a "common sense" approach has to be taken, particularly concerning consultation.

The council completed 143 EIAs from 2004-2007, and 100 key managers have been trained to carry out the EIA process. Alongside this, 92 teams have completed further training on improving EIA action plans and translating the paperwork into practical solutions for service delivery. There is now a reprioritised list of EIAs to be carried out in 2007-2009 and training requirements have been reviewed to ensure consistency across the organisation.

The Equality & Diversity Manager manages Herefordshire Council's Equality Impact Assessment process. The Diversity Group monitor and support the progress of the EIAs to ensure compliance across the organisation.

5.4. Training and Development

Provision of training and development is a key strength of Herefordshire Council. All new staff attend a one-day central induction training session, of which half is dedicated to Diversity and delivered by the Corporate Diversity Team.

Information sharing sessions, delivered by the Corporate Diversity Team to elected members have been part of the members development programme since 2004. This has also been extended to members of the Joint Management Team (JMT) who attend the diversity training seminars. Herefordshire Council is committed to providing ongoing diversity training to employees and elected members.

The information sharing and diversity sessions have the following aims:

- For all employees and members to have a basic understanding of what equality and diversity means and the Council's pro-active commitment to the work.
- For members, individual employees and teams to explore the impact the race equality and diversity agenda has on their area of work.

- For teams to develop an action plan for continuous improvement in race equality and diversity work relevant to their area of work.

Race Equality Awareness Sessions have been an established part of the diversity team's work programme for over four years. As reflected in the previous scheme these sessions, originally available to Council and partnership employees, are now being delivered not only across the private, voluntary and public sectors but also to communities countywide.

The equality awareness sessions are designed primarily to encourage participants to 'think about the way they think'. This self-reflecting process concerning issues as they relate to race equality in Herefordshire, is for many a first opportunity to think about racism from an emotional as opposed to an intellectual level. The session is designed to generate honest and open discussion with the aim of helping participants to reach their own conclusions, in their own way and time. Other discussion points include, but are not restricted to, challenging inappropriate language/behaviour and the history and influence of race equality legislation.

5.5. Public Access to Information and Services

The Council is committed to ensuring that its services are fully accessible. The Equality Impact Assessment process will highlight the areas for improvement in order to ensure that the people of Herefordshire have fair and equitable access to the Council's information and services.

5.6. Employment and Monitoring

Herefordshire Council recognises that its employees are its most valuable asset, and the benefits of a workforce that reflects the local population, as well as a responsibility to ensure equality of opportunity for all our employees.

The Human Resources department, through directorate management teams, monitors the workforce to ensure that we promote genuine equality of opportunity and eliminate unlawful discrimination.

Such data enables the Council to assess whether inequalities are being reduced or removed and equal opportunities are being promoted. The employment monitoring results are reported annually to JMT, Cabinet and Strategic Monitoring Committee. The results form part of the Council's Pay and Workforce Development Strategy 2007-2010.

Herefordshire Council is the largest employer in the county, with 5,769 employees at the last audit (November 2007). The Council's workforce profile is currently under-represented (as shown in the Best Value Performance Indicators) in:

- numbers employed from the BAME community
- numbers employed aged under 25
- numbers employed declaring a disability as defined in the DDA

The most recent results of employment monitoring can be found on our website (www.herefordshire.gov.uk).

Since the previous Race Equality Scheme was published, the Human Resources team has undertaken improvement activities that include:

- improved data collection of ethnicity information leading to a more accurate reflection of the workforce
- appointing an Assistant HR Officer for diversity to improve the recruitment of under-represented groups

- undertaking an equal pay review that includes ethnicity
- HR officer monitoring employee casework concerning, grievance, bullying and discipline, looking for any trends.
- HR representation on the Council's diversity groups, with regular feedback and discussion at HR Management Team meetings

5.7. Equality Standard for Local Government

Herefordshire Council has adopted the "Equality Standard for Local Government". The objective of the Equality Standard, which has level one to five, is to ensure that equality policy and practice is mainstreamed throughout all the Council's activities. It will also help us to meet our statutory obligations in respect of anti-discrimination laws and it enables the authority to demonstrate that it is a good employer and offers high quality services. Herefordshire Council is at level three of the standard and will externally audited for this in autumn 08.

5.8. Complaints

All complaints of racist nature are the responsibility of the Race Equality Development Officer (REDO), who works as part of the diversity team but is independent to the Council. The statistics, such as the number of complaints received and outcomes, are recorded, analysed and published on an annual basis.

5.9. Progress with Race Equality Work (2005-2007)

Since 2005, the following key areas of work have been progressed:

- In house EIA staff training (05)
- Improvements to the Council's service planning process, ensuring race equality is mainstreamed into service delivery (05)
- A programme of work and events on race equality and religion and belief
- A programme of work to inform employees and Members on the work of the Corporate Diversity Team
- Expansion of the Corporate Diversity Team (06)
- Development of the Diversity Leads Network (06)
- Race equality awareness training delivered in the community (06)
- *Welcometoherefordshire* website established (06)
- *MeWe* a film that highlights the effect that racism has on people in Herefordshire. This was made in Herefordshire and everyone who appears in the film lives and works in the county. This is a local film in every sense of the word (07)
- The development of partnership work regarding tension monitoring which is used to identify and, when needed, assist in addressing community tensions in Herefordshire (07)
- Development of community associations (07 & 08)

6. Diversity in PCT & HHT

The PCT has been working with HHT for some time to create a joint approach across the two organisations. The PCT sees significant advantages in a joint model across the health and social care community.

Staff groups supporting race and disability are in place, as well as a joint diversity group with HHT. EIA training has been provided (jointly with HHT) for all managers who have specific responsibility for producing an EIA. This process will now be developed with the new joint working across all public services in the county.

Equality and diversity training is delivered, and is mandatory for all staff on a three yearly basis. As stated above, both organisations are public authorities and so have the same general duties; therefore it would seem practical that the approach to diversity should be a joint one. There are a number of areas where the two organisations work well together, resulting in a more effective public service delivery.

Currently the PCT has no dedicated individuals or team in place to support this area of work. The approach has been to embed equality within the organisations through staff members. There is an HR specialist and the involving people team has led the work on engagement with the disability equality scheme and action plan.

Clinical governance has led the impact assessment work, which has included providing training for all managers who have the responsibility to conduct impact assessments. Other members of staff, such as LGBT² health promotion worker or the Traveller health project staff, have specific remits in terms of service delivery. The Training Department delivers mandatory training to all staff on a three yearly basis.

7. Working in Partnership

A key partner of Herefordshire Council, the PCT and HHT is the Herefordshire Equality Partnership (HEP). The HEP has a community focus to actively promote and work towards a just and fair society.

Herefordshire Council has facilitated the HEP since 2000. In turn the HEP co-ordinates a cross- sector/multi-agency approach to race equality and diversity work. The partnership acts as a driving force by co-ordinating local partners, including West Mercia Police, Herefordshire Council, Herefordshire Primary Care Trust, Herefordshire & Worcestershire Chamber of Commerce, Learning & Skills Council and Citizens Advice Bureau. This close working has huge benefits for delivering a comprehensive and consistent high-level focus on the delivery of race equality work. This is only achieved because the HEP board membership is at Chief Executive level. Representation at this level results in two main benefits. Board members are well placed to ensure that generic anti-discrimination and anti-racism work is integrated and mainstreamed into their practices and working policies. Second, the work is consistent. This in turn has huge benefits countywide, it helps to deliver an equitable and comprehensive service to the community.

8. Community Groups

8.1. Community Against Racism (CAR) Group

The CAR group (established in 2002) is a community driven group supported by the Corporate Diversity Team. The group, which plans to be constituted during 2009, is continually expanding to reflect Herefordshire's new communities. Since its inception the group has met three times a year and serves three main purposes:

- A support base for families and individuals who experience racism
- Participation in the consultation process with Herefordshire Council and other local public sector organisations
- A liaison organisation for the different associations in the county

² Lesbian, Gay, Bisexual, Trans

8.2. Malayalee Association and Lithuanian Association

Late 2007-early 2008 saw the formation of two new national associations in Herefordshire, the Malayalee Association and the Lithuanian Association. These two associations will help to establish a cultural exchange that is new to the county and will help with progressing the social cohesion agenda. It is hoped their existence will encourage other groups to take up the initiative.

Membership of any associations is open to anyone who wishes to learn about and/or participate in cultural events and celebrations unique to either association. They also function as help, advice and sign-posting support for members, and serve as focus groups for statutory organisations. Support to progress the formation of the associations is an indication of Herefordshire's commitment to empower the different communities in the county and the confidence of the different communities who live in Herefordshire to raise their profile.

9. Consultation

All public consultation by council services is logged and co-ordinated through a single officer. Other public consultation, such as public satisfaction surveys, is led and co-ordinated by the corporate research team. Information from consultation is the most fundamental aspect to the scheme; it determines the relevance and priorities for the action planning as well as major policy development and delivery. Ensuring the consultation process is as comprehensive and far-reaching as possible is a challenge for everyone, as it is for Herefordshire. Combined with the feedback from the EIA process, we have endeavoured to make the consultation for this scheme as comprehensive as possible.

External Consultation for the RES:

- Community Against Racism group consulted by focus group
- Travellers Health Project by one-to-one interview
- Herefordshire Malayalee Association by questionnaire
- Herefordshire Lithuanian Association by focus group discussion
- Victim support by one-to-one interview
- ESOL³ class attendees by questionnaire
- Polish seasonal workers by focus group discussion

Internal Consultation for the RES:

- Herefordshire Council's Race Equality Staff Group
- Feedback used from staff opinion survey
- Race Equality Steering Group (RESG)

Consultation methods were tailored to the individual group or personal requirements, and were appropriate for each group and individual. The consultation exercise was explained clearly and conducted using interpreters when necessary. A number of groups and organisations were offered the opportunity to contribute to the consultation process. The PCT and HHL took an active part in the questionnaire and included questions relating directly to their service area and employment opportunities within their organisations.

10. Reviewing and Monitoring

The Race Equality Scheme, in line with the RRAA requirements, will be fully reviewed after a three-year cycle in 2011, and partially reviewed each year in between.

³ English for Speakers of Other Languages

Internally, progress on the RES is reported every six months to the Joint Management Team, Cabinet, and Strategic Monitoring Committee. The progress reports include:

- Half-yearly and yearly performance review against the action plan targets
- Performance against the national and local performance indicators

Herefordshire's RES 2008-2011, action plan and annual reports on progress will be published on our website www.herefordshire.gov.uk. We will also publish an executive summary and easy read version of the overall document. When requested, these documents will be made available in other languages and alternative formats, including large print and audiotape.

The following information will also be published on our website:

- The results of any public consultation on policies and activities, including actions taken
- Summary of the results of the relevant EIAs
- Yearly results of consultation regarding the action plan

11. Appendix 1: Glossary of Terms

BAME	Black, Asian & Minority Ethnic
CDT	Corporate Diversity Team
CEP	Comprehensive Equality Policy
EHRC	Equality & Human Rights Commission
EIA	Equality Impact Assessment
ESOL	English for Speakers of Other Languages
HEP	Herefordshire Equality Partnership
HHT	Herefordshire Hospital Trust
LGBT	Lesbian, Gay, Bisexual, Trans
Macro-Social	The wider social contacts and interactions
Micro-Social	The social contacts and interactions made as neighbours
PCT	Primary Care Trust
REDO	Race Equality Development Officer
RRAA	Race Relations Amendment Act
RES	Race Equality Scheme
RESG	Race Equality Steering Group



Race Equality Scheme Action Plan 2008-2011

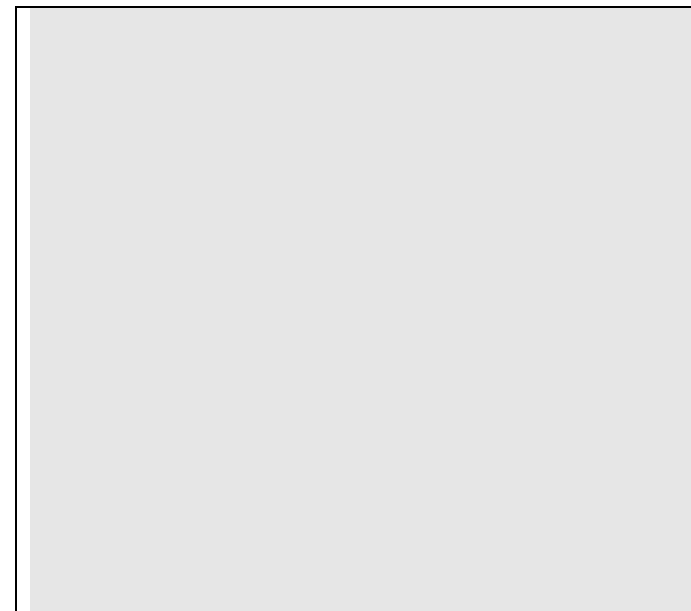
This Action Plan will be reviewed annually until 2011. It is a departure from the traditional model in that it identifies macro social actions, wider community focused aspirations, as opposed to the traditional, more specific actions. The actions must be viewed in conjunction with individual service area EIAs.

The Equality Standard for Local Government is split into four main areas, and this action plan has been designed to reflect this:

1. Leadership and Corporate Commitment
2. Consultation, Community Development and Scrutiny
3. Service Delivery and Customer Care
4. Employment and Training

In addition, we have added sections on Tension Monitoring and Social & Community Cohesion to reflect the national Diversity agenda.

The Council's Race Equality Steering Group has responsibility for driving the actions in this plan.



Race Equality Scheme Action Plan 2008-2011

				Cross-ref to other documents for specific action
1.1. Commemorate notable national/international events	Across all organisations	Events promoted county-wide and delivered in partnership	<ul style="list-style-type: none"> Black History Month - October Romany Day - April Holocaust Memorial Day - January 	CEP 2007-2010
1.2. Working closer with the media	REDO	All our organisations develop a beneficial working relationship	Work to dispel myths in local media. Available to comment on events	
1.3. Deliver on the requirements to reach Level 5 of the Equality Standard for Local Government	CDT manager	Level 5 awarded	March 2010	CDT service plan 08/11
2.1. Work with all service areas to conduct meaningful consultation to support the EIA process	Diversity groups	Consultation process	Time table of EIA programme 2007/09	CDT service plan 08/11 & CEP 2007-2010
3.1. Provide support, help and advice to Council service areas where EIAs highlight adverse impact issues	CDT, Diversity Group, HEP	Adverse impact negated	Time table of rolling programme C&CS Resources and Environment to complete full review March 2009	CDT service plan 08/11 & CEP 2007-2010
3.2. Support directorates to have in place effective processes for promoting commitment to race equality actions	CDT & diversity group		Through the service planning process reviewed annually	CDT service plan 08/11 & CEP 2007-2010

				Cross-ref to other documents for specific action
4.1. Continuous review, adjustment and development of Council, PCT and HHT employee training for Race Equality	CDT	Reviewing & delivering race equality training sessions	September 2009	CDT service plan 08/11 & CEP 2007-2010
4.2. Community training regarding Race Equality	Race equality development officer	Community & voluntary organisations accessing race equality sessions	On request	CDT service plan 08/011
4.3. HR actions – HR actions are covered in the directorate EIAs. Actions may be added during the intervening partial reviews.		HR service plans	Annually review through service planning process	Pay and workforce strategy / CDT service plan
5.1. Consultation with associations for macro-social interaction (Herefordshire 100)	CDT & partners with guidance from HEP	Feedback/minutes of HEP meeting	Set up Herefordshire 100 by March 2009	
5.2. Tension monitoring	CDT & partners with guidance from HEP	Monthly returns to GOWM from partners (HEP)	monthly	
5.3. Development of local hate crime panel	CDT & partners with guidance from HEP	Cross sector group meeting and active	Feb 2009	CDT service plan 08/11
6.1. Improve accessibility of ESOL classes by offering greater flexibility in time, place and frequency of delivery	CDT & partners	Positive feedback from community. More students going through the system	March 09 March 010 March 011	CDT service plan 08/11

				Cross-ref to other documents for specific action
6.2. Empowerment of BAME communities to influence change and facilitate challenge	CDT & partners with guidance from HEP	Positive feedback from community in Herefordshire satisfaction survey and EIA consultation. Greater dialogue with the BAME communities.	Year on year feedback	
6.3. Develop "No prejudice in HEREfordshire" campaign	REDO & partners	County-wide campaign active	March 2009	CEP 2007-2010
6.4. Develop "Everyone is Someone" campaign	CDT & partners	County-wide campaign up and running	Sep 2010	
6.5. Support the HEP to drive social cohesion issues	CDT manager	Minutes for HEP board meeting	Sept 2008	HEP action plan
6.6. Provide support to Herefordshire community groups and voluntary sector	REDO	Facilitation of different worship venues, stronger and more vibrant community and voluntary groups	March 2009	CDT service plan 08/11
6.7. Continue to support existing national associations and help with the development of new groups, establishing stronger and more vibrant communities.	REDO & partners	Diverse cultural events held in the county. A increase In community groups	October 08 October 09	CDT service plan 08/11