

THE HOME OFFICE
OVERARCHING RACE,
DISABILITY AND GENDER
EQUALITY SCHEME
– AND ACTION PLAN FOR THE
CENTRAL HEADQUARTERS



Home Office



Contents

Foreword from the Home Secretary and the Permanent Secretary	3
The Overarching Race, Disability and Gender Equality Scheme	4
Our approach to the scheme	4
About the Home Office	6
Our values	6
The structure of the Home Office	7
Executive Agencies	7
Independent Inspectorates	8
Reforming the Home Office	9
Diversity and equality in the Home Office	11
Bullying, harassment and discrimination	12
Flexible working	13
Diversity champions	13
The legislative context for this scheme	14
Implementing the general duties	15
Application of the gender equality duty	15
Developing the scheme	16
The overarching scheme	16
Associate schemes	16
External and internal approach to consultation and involvement	16
Revisiting the disability and race equality schemes	18
Gathering evidence	18
Equality Impact Assessments	19
Publishing	20
Home Office central headquarters equality action plan	21
Annex A The legislation	67
Annex B Consultation questionnaire	77

Foreword from the Home Secretary and the Permanent Secretary

From 9th May there will be a new Home Office with a stronger role in tackling the threat of terrorism, alongside its existing responsibilities for the police service, crime reduction, immigration and asylum, and identity and passports. We are both committed to ensuring that the new Home Office has equality of opportunity and fairness of treatment at the heart of its work.

We have already published separate equality schemes for race and disability. The Race, Disability and Gender Equality Scheme brings together the relevant parts of those schemes, and builds upon them, to make this scheme more strategic, more realistic and more achievable than its predecessors.

The Race, Disability and Gender Equality Scheme sets out how we will meet the requirements of equalities legislation over the next few years. But more importantly it integrates equality and fair treatment issues into our core priorities and functions, shaping the way we think, the way we develop our policies and the services we provide.

While this scheme is an important milestone in delivering our equality objectives it is not an end in itself. The action plan must now be fully implemented and monitored to ensure that it continues to incorporate equality into our work and delivery in a systematic and integrated way.



John Reid

A handwritten signature in black ink, appearing to read 'John Reid', with a long horizontal line underneath.



David Normington

A handwritten signature in black ink, appearing to read 'David Normington', written in a cursive style.

The overarching Race, Disability and Gender Equality Scheme

This document explains how we plan to meet our statutory duties to promote equality, bringing together the department's race, disability and gender equality schemes. This overarching scheme, which includes an equality action plan for Home Office central headquarters functions, is intended to be read in conjunction with the associate schemes and equality action plans which set out the specific priorities for each of the department's areas of responsibility.

Our approach to the scheme

We have chosen to start the process of identifying actions to be contained within the Home Office revised equality scheme by consulting with community groups first, knowing that organisations such as the Prison Reform Trust, Women in Prison and others have given years of thought to how Home Office services could be improved for the benefit of those they work with. We have gathered, analysed and distilled their responses and worked with the relevant Home Office departments to identify actions which are achievable and strategically significant in bringing about greater equality outcomes.

In putting together this scheme, we have revisited the race and disability equality schemes to add to them in this document. We have limited our actions to those which we believe will have the most impact. For example, a number of actions require the collection of data. The Home Office central headquarters does not itself gather information from the public, but we will work with the agencies and departments to create more comprehensive monitoring information on service users as well as better ways of asking for that information. The aim of this is to assess more accurately service users' experience of our policies and to use their views to inform improvements.

In summary, we have limited the actions we plan to take over the next three years to those which will bring about the most significant impact on equality outcomes.

A review of discrimination law is currently under way. Led by Communities and Local Government, the review will harmonise existing anti-discrimination and equality legislation.

Once the review is complete, we will re-evaluate this scheme and take account of any resultant legislation to address the potential need for a single equality scheme which encompasses all the diversity strands, including age, sexual orientation and religion or belief.

About the Home Office

The Home Office is the government department responsible for ensuring we live in a safe, just and tolerant society by putting public protection at the heart of all we do. We are responsible for the Police Service and the justice system in England and Wales, national security and immigration. Our work is focused on the delivery of six key Home Office functions:

- protecting the UK from terrorist attack;
- cutting crime, especially violent and drug-related crime;
- ensuring people feel safer in their homes and daily lives, particularly through more visible, responsive and accountable local policing;
- rebalancing the criminal justice system in favour of the law-abiding majority and the victim;
- managing offenders to protect the public and reduce re-offending; and
- securing our borders, preventing abuse of our immigration laws and managing migration to benefit the UK.

Our values

The values we 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.
- We treat everyone with respect.

The structure of the Home Office

The Home Office group is made up of:

- central headquarters – sets goals, develops policy and provides support services; and
- the National Offender Management Service – brings together the prison and probation services.

We are also responsible for the Police Service and the justice system in England and Wales, as well as three executive agencies and a number of public bodies and inspectorates that are part of the organisation or associated with it.

Executive agencies

Our agencies are independently run and are each led by a chief executive who is directly accountable to the Home Secretary:

- Criminal Records Bureau – helps 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.
- Border and Immigration Agency – manages requests to live or work in the UK.
- Identity and Passport Service – provides passport services and in the future, as part of the National Identity Scheme, ID cards for British and Irish nationals resident in the UK.
- HM Prison Service – serves the public by keeping in custody those committed by the courts. Our duty is to look after them with humanity and help them lead law-abiding and useful lives in custody and after release.

Independent inspectorates

These are independent parts of the organisation that inspect and report on the quality of the police, prison and probation services:

- Her Majesty's Inspectorate of Constabulary – promotes the efficiency and effectiveness of policing in England, Wales and Northern Ireland through inspection of police organisations and functions.
- Her Majesty's Inspectorate of Prisons for England and Wales – reports on conditions for and treatment of those in prison, young offender institutions and immigration removal centres.
- Her Majesty's Inspectorate of Probation – inspects the work and performance of the National Probation Service and of youth offending teams.

You can find out more information about the Home Office structure and its public bodies at www.homeoffice.gov.uk/about-us/organisation/agencies-non-departmental-bodies/.

Reforming the Home Office

In July 2006, the Home Secretary announced a comprehensive programme of fundamental and radical changes to the Home Office, the criminal justice system and the immigration system. The reforms will reshape the Home Office to:

- focus on front-line delivery;
- develop our people, particularly our leaders;
- match our resources to our priorities; and
- transform our systems and processes.

A reform plan detailing actions required from July 2007 to April 2009 has been published. The reform plan includes 29 projects, and these projects have already had an effect on how we work.

It is essential that our reform plans ensure that Home Office functions, policies and services meet the needs of the diverse communities that we serve. All project leads have been provided with access to training on equality impact assessment and must pay due regard to the Home Office's statutory responsibilities to promote disability, race and gender equality.

You can read more about the reform work that is under way at www.homeoffice.gov.uk/about-us/organisation/home-office-reform/.

On 9 May 2007, a new Ministry of Justice will come into being, providing a stronger focus on the criminal justice system and on reducing re-offending. The new ministry will take over the current staff and responsibilities of the Department for Constitutional Affairs and the National Offender Management Service, including the prison and probation services, and lead responsibility for criminal law and sentencing. The Office for Criminal Justice Reform will remain a tripartite office, as now, but will operate from the new ministry rather than from the Home Office.

While this scheme has been drafted for our existing structure, we have, where possible addressed this change, and those actions identified for areas leaving the Home Office will be taken forward and delivered with the new Ministry.

Diversity and equality in the Home Office

The Home Office is dedicated to promoting equality, fairness and respect. We will create a working environment where diversity is recognised, valued and celebrated.

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

Specifically, we aim to:

- employ a workforce that reflects, at all levels, the diversity of society as a whole;
- treat all our staff and customers with dignity and respect;
- develop all our staff to realise their full potential;
- ensure that our recruitment, selection, appraisal, training and career progression processes are fair, objective and free from bias or stereotyping; and
- take positive action to secure equality of opportunity.

The Home Office's three-year diversity strategy is the vehicle through which the department delivers its diversity and equality agenda. The aims of the strategy are as follows:

- Managers at all levels demonstrate effective leadership on equality and diversity.
- The potential of under-represented groups is 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.
- Services are delivered in a way that promotes equality and respects diversity.

The three-year strategy is backed by robust monitoring on a range of diversity measures to ensure that Home Office senior managers are accountable for mainstreaming diversity and equality into their systems and processes and delivering the department's diversity and equality agenda. As part of that process the Home Office Board will receive quarterly progress reports on how directorates are delivering their equality schemes.

Bullying, harassment and discrimination

The Home Office values the diversity of its workforce and wishes to create and maintain a workplace based on mutual respect, dignity and support.

Harassment and discrimination on the basis of an individual's actual or perceived gender, gender identity, race, ethnic or national origins, disability, HIV status, sexual orientation, age, religion or belief are unacceptable. Bullying, harassment and discrimination will not be tolerated and are regarded as serious disciplinary matters.

The Home Office's policy and guidance on dealing with bullying and harassment was updated in January 2005 as part of a wider HR review. This was accompanied by a series of road shows and workshops on how colleagues are expected to challenge inappropriate behaviour in the workplace. Messages on tackling discrimination, harassment or bullying are reinforced by the ongoing and mandatory diversity training provided to all Home Office staff.

The Home Office publishes an annual *Employment Monitoring Report* that includes statistics on bullying and harassment (www.homeoffice.gov.uk/about-us/publications/staff-equality-targets/). The Home Office will continue to monitor the effectiveness of these policies and involve staff associations, trade unions and other relevant stakeholders in taking forward actions that may be required.

The Home Office takes the well-being of its staff seriously. As part of our 'People Priority' we will be developing a well-being programme which will include using Home Office values to make sure that managers listen to staff, take action to recognise individual contributions and challenge and take action on unacceptable behaviour (including bullying, harassment and discrimination).

Flexible working

The Home Office has a range of flexible working patterns that are available to staff to help them balance their work and home lives. We encourage our managers to respond positively to requests from staff who may wish to work more flexibly, and all job advertisements should include part-time/job-sharing options.

Diversity champions

A Home Office Board member has been appointed as diversity champion for each of the diversity strands – gender, gender identity, race, age, religion or belief, sexual orientation and disability. The diversity champions act as change agents, responsible for reiterating the Home Office's commitment to becoming one of the leading departments in promoting good practice on diversity in employment policy delivery.

The diversity champions are supported by a non-executive director, who assists the champions in putting diversity at the top of their agendas alongside their other business priorities.

The legislative context for this scheme

Three pieces of legislation are central to our Race, Disability and Gender Equality Scheme. These are:

- Race Relations (Amendment) Act 2000 (RR(A)A);
- Disability Discrimination Act (DDA) 2005; and
- Equality Act (EA) 2006.

These laws impose positive duties on all public bodies to promote race, disability and gender equality in everything that we do. The general duties for each are outlined below, and the Acts are described in more detail in Annex A.

Under the general duty of the RR(A)A, 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 DDA 2005, public authorities are required to have due regard to the need to:

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

Under the EA 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 (SDA) 1975, and discrimination that is unlawful under the Equal Pay Act (EPA) 1970; and
- promote equality of opportunity between men and women.

A review of discrimination law is currently under way. Led by Communities and Local Government, the review will harmonise existing anti-discrimination and equality legislation.

Once the review is complete, we will re-evaluate the Race, Disability and Gender Scheme and take account of any resultant legislation to address the potential need for a single equality scheme which encompasses all the diversity strands, including age, sexual orientation and religion or belief.

Implementing the general duties

In constructing our action plan, we have borne in mind the general duties of the RR(A)A, DDA 2005 and EA 2006. The Acts have in common the requirements to eliminate unlawful discrimination, to promote equality and positive attitudes, to promote good relations between different groups and to involve disabled people in public life, including in the preparation of the Disability Equality Scheme.

Application of the Gender Equality Duty

While all our policies apply equally to men and women who live and work in a gender other than that assigned at birth, specific issues exist in this area which require further attention. Impact assessment of any policy within the context of the Gender Equality Duty must therefore automatically include assessment from a 'gender identity' perspective. Further, it is important to recognise that policies may have a specific effect on transgender people, for example in matters of confidentiality or discrimination born out of prejudice.

Developing the scheme

The overarching scheme

The overarching Home Office scheme supports the spirit and the letter of equality legislation. It provides a corporate perspective on what is being done to co-ordinate the delivery of equality throughout the Home Office and includes the equality action Plan for the functions of the Home Office central headquarters.

Associate schemes

The overarching scheme is published alongside four associate schemes for each part of the Home Office group. The associate schemes are:

- The Border and Immigration Agency (formerly Immigration and Nationality Directorate);
- The Identity and Passport Service;
- The Criminal Records Bureau; and
- Her Majesty's Prison Service.

These associate schemes enable each area of the Home Office to set actions and priorities in the context of the services and policies that they deliver.

External and internal approach to consultation and involvement

We sent out a short questionnaire to a number of key external organisations and partners, as well as to the self-organised groups of staff within Home Office central headquarters services. Our questionnaire was forwarded to other organisations and as a result we received a comprehensive set of responses.

We requested a very short turnaround for the responses to be made but acknowledged that we were looking for responses that reflected the considered views that many organisations had been considering for many years. Where it was not possible for groups to reply within the limited consultation timescale, we made use of annual reports and other publications from the groups which reflect their views and recommendations.

A list of those to whom the questionnaire was sent is contained in Annex B.

The first draft of the report was then sent to respondents and others for comments. Those groups that did not have the opportunity to respond to the draft scheme before it was published will have further opportunities to be involved in implementing and monitoring the delivery of the scheme.

It should be noted that a recurring theme of the recommended actions is the involvement and participation of organisations working with those directly affected by Home Office central headquarters services. We hope that they will participate in the monitoring aspects of delivering the scheme and will offer advice on improvements, if necessary, which can then be recommended for revised action.

We acknowledge that we have not had many responses to our consultation to the revised scheme from disability organisations; however, we have drawn upon the advice and views that organisations have expressed. For example, we have incorporated a number of proposals made by the Disability Rights Commission in its paper *Building Stronger, Safer Communities*, and from the advice contained in Scope documents. In addition, we have recognised that it is not possible because of cost, time and transport to expect community and voluntary organisations to attend meetings held by the Home Office unless we make it possible for them to do so.

Revisiting the disability and race equality schemes

Our Race Equality Scheme was published in May 2005. Its contents have been reviewed to increase their compatibility with the other equality agendas. This new scheme has identified a small number of actions that we believe will better enable the Home Office to demonstrate its actions that eliminate discrimination and promote equality.

In respect of the Disability Equality Scheme, which we published in December 2005, we are currently reviewing our progress in meeting the actions that we undertook to commence or complete. We shall be publishing annually progress on meeting each of the actions contained within this combined scheme.

Gathering evidence

It should be noted that a significant number of directorates have agreed to collaborate in order to develop data-gathering protocols and systems. If implemented, this should result in more consistent information being made available to the public and to officials, which will provide for more comprehensive and inclusive data recording.

We have long recognised that accurate information about who is affected by Home Office policies and services is vital if we are to assure ourselves that discrimination is not occurring. This is why we have identified a three-year timeframe to implement this fundamental change to data gathering. Year one will be used to develop consistent and useful categories which will be recorded. This will rely upon a high degree of consultation with external community-based organisations to help shape the nature of the questions asked and how confidentiality can be maintained if highly sensitive personal data is to be recorded and used.

The second year will be used to analyse and compare the quality of the data captured and, where necessary, to modify the process in light of the evidence. The third and final part of the work on data gathering is analysis of the findings in terms of equality outcomes. This latter part is clearly the key issue for the Home Office; it is important that we have evidence of the level of equality within our service provision. Collecting comprehensive data better enables us to demonstrate 'due regard' to our equality duties.

The process of consulting with community organisations and other stakeholders has enabled us to request supporting evidence for the priorities identified by groups. The Home Office wants to ensure that future policy development makes sufficient use of the research evidence undertaken by small but specialist organisations working, for example, with female offenders and those subject to violence against women. This scheme cannot specify what evidence is gathered and used by each business area, but it is anticipated that, as a consequence of an agreed data capture methodology, covering all diversity strands, we will be able to identify gaps or deficiencies in service delivery or whether disproportionality is occurring.

Equality Impact Assessments

The Home Office central headquarters has a process in place for systematically assessing and recording the likely impact of our strategies, policies and projects on disability, race and gender equality, as well as on other equality strands. This involves anticipating issues for equality and ensuring that, as far as possible, any negative consequences are minimised or eliminated.

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.

EIAs are closely linked to Regulatory Impact Assessments (RIAs), which are required by the Cabinet Office Better Regulation Executive for policy proposals that will have an impact on the public, private or voluntary sector. As part of our responsibilities on the Better Regulation agenda, we actively promote the use and benefits of EIAs. This will continue with the introduction of the revised form of Better Regulation Impact Assessment to be introduced later this year.

Publishing

We will either publish all data and supporting evidence in full or make it available on our website with appropriate links. We will make our publications accessible to the widest range of service users and interested people.

We will use a simple, clear typeface such as Arial in a minimum font size of 12 point for our publications and we will use plain English at all times.

By using plain English, we will be better able to produce easy read, Braille and community language versions of our publications. We will publicise the availability of alternative formats on request and provide a contact point.

If you have particular access requirements, such as having difficulties in obtaining publications in an accessible format, please contact:

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Home Office central headquarters equality action plan

Performance and Reform Directorate

The Performance and Reform Directorate is responsible for ensuring that the reform plan is implemented, for the overall performance management of the Home Office, for Home Office strategy and for building our capability in programme management, systems and processes.

The Performance and Reform Directorate comprises the Performance and Delivery Unit, Programme and Project Management Support Unit, Reform and Change Team, Reform Programme Team and Strategic Policy Team.

Item	Unit	R	D	G	Action	Who will be involved	How the action helps meet the requirements of the equality duties	Other considerations	Timeframe
1	Performance and Reform Directorate	✓	✓	✓	In conjunction with core departments, ensure that restructuring and redeployment are operating fairly. In particular we will report regularly on the extent to which the SCS skills assessment tests for leaders' ability to value diversity and individuality.	We will work closely with HR and with the internal staff associations representing Home Office disabled staff (HODS), Home Office women (HOW) and ethnic minority staff (The Network).	We will make sure that the redeployment and other measures that arise from the reform programme are delivered with due regard to the need to avoid unlawful discrimination and to promote equality of opportunity.		Until 2009

Item	Unit	R	D	G	Action	Who will be involved	How the action helps meet the requirements of the equality duties	Other considerations	Timeframe
2	Performance and Reform Directorate	✓	✓	✓	Routine monitoring of equality outcomes contained in this scheme.	SDAT and external consultees from the voluntary and community sector as required.			From September 2007 onwards

Human resources

Our purpose is to support staff to deliver the corporate plan and the reform programme and to provide a human resources (HR) service which meets the needs of our customers. We develop HR policies and provide HR services such as staff welfare, health and safety and security, and we manage the SCS and fast stream and support learning and development for staff in the core Home Office.

Item	Unit	R	D	G	Action	Who will be involved	How the action helps meet the requirements of the equality duties	Other considerations	Timeframe
3	Strategy and Policy Unit	✓	✓	✓	Increase uptake of monitoring declaration rates among staff by requiring managers to play their part.	HR, HODS, The Network, HOW, a:gender, trade unions and staff associations. Make use of TUC good practice guide on monitoring.	It is not mandatory for staff to give personal information about themselves but without this information it is not possible to ensure that systematic discrimination is not occurring. Accurate but confidential information about the composition of Home Office staffing at all levels will help meet some of the employment duties.	Currently monitoring data exists for 50% of staff. The target for 2007/08 is to increase this to 85% or more by 31 March 2008.	March 2008

Item	Unit	R	D	G	Action	Who will be involved	How the action helps meet the requirements of the equality duties	Other considerations	Timeframe
4	HR	✓	✓	✓	Introduce more accurate data monitoring on grievances and disciplinarys 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.	It is a requirement of the Race Relations (Amendment) Act (RR(A)) to monitor and report on staff who are subject to disciplinarys, grievances, etc. By recording gender, race and disability, it will be possible to ensure that there is no unlawful discrimination.	Year-on-year data will reveal trends.	End November 2007

Item	Unit	R	D	G	Action	Who will be involved	How the action helps meet the requirements of the equality duties	Other considerations	Timeframe
5	HR	✓	✓	✓	Publish data on redeployment by gender, race and disability to ensure fairness, ensuring that the redeployment pool is operating consistently and fairly.	HR, HODS, The Network and HOW.	Making information available to all staff and the public will ensure greater accountability for the process of redeployment and provide reassurance that discrimination is not occurring.	All staff need reassurance that the reform programme will be fair to everyone.	Annually in December
6	Employee Relations and Pay Team				Review the operation of performance-related pay at Grade 6 and below.	Staff groups, Equal Opportunities Commission, Commission for Racial Equality and Commission for Equality and Human Rights.	It is a requirement of the Equal Pay Act 1970.	Ensuring that the delivery of the scheme is fair and that positive measures are taken to ensure fairness.	By 2009

Item	Unit	R	D	G	Action	Who will be involved	How the action helps meet the requirements of the equality duties	Other considerations	Timeframe
7	Employee Relations and Pay Team	✓	✓	✓	The pay differential between men and women continues to be reduced. Steps are being taken to further reduce this differential.	Staff groups and trade unions.	Eliminate unlawful discrimination.	Pay audits were carried out in 2002 and 2005.	By 2009
8	Employee Relations and Pay Team	✓	✓	✓	The pay review of 2008 will move the focus from salaries to earnings.	Staff groups and trade unions.	Eliminate unlawful discrimination.	Moving from salaries to earnings will give a more accurate reflection of any pay differentials.	By 2008
9	Employee Relations and Pay Team	✓	✓	✓	Reduce the minimum and maximum time taken through salary scales with a view to providing fairer outcomes for all staff.	Staff groups and trade unions.	Eliminate unlawful discrimination.	Creating greater equality and fairness for all staff.	By 2009

Item	Unit	R	D	G	Action	Who will be involved	How the action helps meet the requirements of the equality duties	Other considerations	Timeframe
10	The Centre for Learning and Development	✓	✓	✓	Ensure that all training content and materials on diversity are fully inclusive and appropriate.	Staff groups, SDAT and a:gender.	Eliminate any unlawful discrimination and promote equality of opportunity.	Training materials must be up to date and accurate.	By March 2008
11	Strategic Diversity Action Team	✓	✓	✓	Co-ordinate criteria and operations of enabling project for community participation in consultation and involvement.	Work with Disability Rights Commission and others to draw up workable means of providing financial support to enable participation in Home Office consultation and monitoring events.	Eliminate any unlawful discrimination and promote equality of opportunity.	Financial support to small groups and disabled people will enable wider participation and involvement.	November 2007

Item	Unit	R	D	G	Action	Who will be involved	How the action helps meet the requirements of the equality duties	Other considerations	Timeframe
12	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.	The gender equality duty requires public authorities to have due regard to the need to eliminate unlawful discrimination and harassment against transsexual people.	Action requires examination of variety of issues ranging through recruitment, confidentiality, harassment, training and development and HR processes including attendance and performance management.	Ongoing
13	Strategic Diversity Action Team	✓	✓	✓	Provide at least two seminars each year to promote equality.	External inspirational speakers.	Promote knowledge and commitment to equality across all strands.	Encourage wider understanding of issues amongst staff.	Biannually from September 2007

Item	Unit	R	D	G	Action	Who will be involved	How the action helps meet the requirements of the equality duties	Other considerations	Timeframe
14	Leadership and Learning Unit	✓	✓	✓	Build Home Office senior leadership capacity – G6/G7 talent spotting. Include women, disabled people and minority ethnic staff.	Staff groups, SDAT and trade unions.	Ensure that we make use of the positive duty to treat disabled people more favourably where this is necessary.		End 2007
15	The Centre for Learning and Development		✓		Positive action development schemes.	Examine the reason for the low take-up of positive action training and implement the findings, in conjunction with HODS. Provide funding for places on the new Cabinet Office positive action programme.	Eliminate any unlawful discrimination and promote equality of opportunity.	Continue to provide mentoring training. The Cabinet Office Disability Bursary Scheme is being taken over by the Leaders Unlimited programme.	End 2007

Item	Unit	R	D	G	Action	Who will be involved	How the action helps meet the requirements of the equality duties	Other considerations	Timeframe
16	Career Development and Assessment Unit	✓	✓	✓	Review Equality Impact Assessment (EIA) training materials, application forms and processes.	Staff groups, SDAT, a:gender.	Meets specific duties of RR(A)A, DDA and EA.		October 2007
17	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.	Eliminate any unlawful discrimination and promote equality of opportunity.	Update and further develop the series of awareness guides.	End 2007

Item	Unit	R	D	G	Action	Who will be involved	How the action helps meet the requirements of the equality duties	Other considerations	Timeframe
18	Performance Management	✓	✓	✓	Enhance performance management.	A review is currently under way to improve performance management within the Home Office. An EIA is being undertaken as part of the process and HODS and diversity experts are involved.	Eliminate any unlawful discrimination and promote equality of opportunity.	Implement the outcomes of the review.	Mid 2007
19	Leadership and Learning Unit	✓	✓	✓	A review is currently under way to improve attendance and to ensure that no discrimination occurs on the grounds of disability in particular.	HODS, Employers' Forum on Disability and RADAR.	Eliminate any unlawful discrimination and promote equality of opportunity.	Ensure that new procedures are not being used unfairly towards disabled people. Conduct EIA.	Mid 2007

Item	Unit	R	D	G	Action	Who will be involved	How the action helps meet the requirements of the equality duties	Other considerations	Timeframe
20	Leadership and Learning Unit	✓	✓	✓	Incorporate into the Well-being programme measures which will address harassment, bullying and other forms of unacceptable behaviour.	Staff groups, a:gender and trade unions.	Eliminate unlawful discrimination.		By 2008
21	Leadership and Learning Unit	✓	✓	✓	Review current recruitment procedures to remove barriers to participation.	Staff groups, a:gender and trade unions.	Eliminate any unlawful discrimination and promote equality of opportunity.		January 2008

Item	Unit	R	D	G	Action	Who will be involved	How the action helps meet the requirements of the equality duties	Other considerations	Timeframe
22	Leadership and Learning Unit	✓	✓	✓	Flexible working review to ensure fairness and consistency.	HODS, The Network, HOW and a range of external organisations.	Eliminate any unlawful discrimination and promote equality of opportunity.	Ensure better information on flexible working options for staff and line managers and all applications.	By April 2007
23	Leadership and Learning Unit		✓		Review leave arrangements and carer leave policy for staff who provide support and care for dependent parents.	HODS will be consulted as part of the development process.	Eliminate any unlawful discrimination and promote equality of opportunity.		March 2008

Item	Unit	R	D	G	Action	Who will be involved	How the action helps meet the requirements of the equality duties	Other considerations	Timeframe
24	Strategic Diversity Action Team		✓		Review reasonable adjustments and Access to Work arrangements and operation.	Internal consultation will be finished in April 2007 and then external consultation will be undertaken to ensure best practice.	Implement the recommendations of the review.	Combines work with IT and departmental operation.	September 2007
25	Departmental Security Unit		✓		Review central London estate risk categories for adverse impact on disabled people. Conduct impact assessment of security vetting procedures.	Must include consultation with at least two disability organisations.	Disabled people must be actively involved in reviewing this piece of work.	Arrangements for access to buildings are in place for people with disabilities. Security guards receive awareness training on disability issues.	End 2008

Item	Unit	R	D	G	Action	Who will be involved	How the action helps meet the requirements of the equality duties	Other considerations	Timeframe
26	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.	Eliminate any unlawful discrimination.	Should bring about fairer outcomes for disabled staff.	October 2007
27	Strategic Diversity Action Team	✓			Race for Opportunity.	The Home Office participated in benchmarking on racial equality for the first time in 2006/07.	Race for Opportunity plays only a small part in delivering the race equality duty but is a useful exercise.	Should bring about fairer outcomes for ethnic minority staff.	Ongoing
28	Strategic Diversity Action Team			✓	Opportunity Now.	The Home Office have contributed to the benchmarking gender programme since 1998.	Eliminate any unlawful discrimination.	Should bring about fairer outcomes for female staff.	Ongoing

Item	Unit	R	D	G	Action	Who will be involved	How the action helps meet the requirements of the equality duties	Other considerations	Timeframe
29	The Centre for Learning and Development	✓	✓	✓	Provide training on EIAs.	EIA training has been rolled out to 262 colleagues across the core Home Office on all equality strands, including race, disability and gender. Training materials were developed in consultation with staff networks and business support units.	Meets the requirements for conducting EIAs.	New monitoring arrangements will enable close scrutiny of both training roll-out and EIA publication.	2007–10
30	Strategic Diversity Action Team	✓	✓	✓	Oversee Home Office equality schemes.	SDAT is responsible for co-ordinating the production of the Home Office Equality Schemes.	Continue to monitor compliance with the equality duties.		2008

Financial 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.

Item	Unit	R	D	G	Action	Who will be involved	How the action helps meet the requirements of the equality duties	Other considerations	Timeframe
31	Shared Services Directorate Home Office General Property			✓	Ensure that all refurbishments and refits of buildings comply with the DDA.	General Property, staff groups and external disability organisations.	Public buildings are required to be accessible to disabled people.		Ongoing

Item	Unit	R	D	G	Action	Who will be involved	How the action helps meet the requirements of the equality duties	Other considerations	Timeframe
32	Reform Plan		✓		Audit of all remaining non-custodial buildings for DDA compliance.	Staff support groups.	Buildings not directly owned by the Home Office which are not prisons must be accessible and this audit will provide this information.	General Property understands that some 25% of the Home Office non-custodial estates have been audited previously. Business areas will need to fund the remainder of both the audits and the meeting of any audit recommendations. General Property will then arrange audits and advise on priorities.	Ongoing

Item	Unit	R	D	G	Action	Who will be involved	How the action helps meet the requirements of the equality duties	Other considerations	Timeframe
33	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.	The Commercial Directorate takes the lead on procurement and commercial activity, governance and policy, strategic sourcing activities, and delivery of leading-edge e-business solutions across the Home Office. Other external agencies will be considered when determining best practice.			September 2007

Item	Unit	R	D	G	Action	Who will be involved	How the action helps meet the requirements of the equality duties	Other considerations	Timeframe
34	Shared Services Directorate (Home Office General Property)		✓		Ensure that core Home Office buildings subject to refurbishment are accessible and comply with DDA requirements.	Staff support groups and external disability organisations.	All refurbishment meets Part M of the Building Regulations which incorporates the DDA.		Ongoing
35	Shared Services Directorate (Home Office IT)		✓		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.	Comply with the DDA.		Ongoing
36	Shared Services Directorate (Home Office IT)	✓	✓	✓	Conduct an EIA of current service provision and revise policy to ensure increased quality of services by September 2007.	Staff support groups.	Comply with the specific duties of the DDA 2005, the RR(A)A 2000 and the EA 2006.		September 2007

Item	Unit	R	D	G	Action	Who will be involved	How the action helps meet the requirements of the equality duties	Other considerations	Timeframe
37	All	✓	✓	✓	Allocate funds to facilitate involvement and access for smaller voluntary sector organisations and disabled people to enable participation in consultation and monitoring.		Enable disabled people and members of unfunded and other representative groups to participate in consultation and involvement.	Ensure the operation of the fund is consistent with SDAT advice.	Ongoing

Communication Directorate

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

Item	Unit	R	D	G	Action	Who will be involved	How the action helps meet the requirements of the equality duties	Other considerations	Timeframe
38	Marketing and Strategic Communications	✓	✓	✓	Maintain and publish all completed EIAs.	HODS and other disability organisations will be invited to advise on accessibility.	The public will have access to EIAs without having to have knowledge of departmental structures.	Quarterly updates from December 2007. Maintain an accessible archive of all completed EIAs.	Commence July 2007 with published information available from December 2007
39	Corporate Communications		✓		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.	Involving disabled people in the delivery and scrutiny of services.	All departments need accurate monitoring information about service users. It is vital that there is one consistent process used.	November 2007

Item	Unit	R	D	G	Action	Who will be involved	How the action helps meet the requirements of the equality duties	Other considerations	Timeframe
40	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.	Comply with the specific duties of the DDA 2005.	Review and monitor the use of textphone services. A regular customer survey is carried out to gauge how we are performing.	Ongoing
41	All	✓	✓	✓	Allocate funds to facilitate involvement and access for smaller voluntary sector organisations and disabled people to enable participation in consultation and monitoring.		Enable disabled people and members of unfunded and other representative groups to participate in consultation and involvement.	Ensure the operation of the fund is consistent with SDAT advice.	Ongoing

Science and Research Group									
The Science and Research Group (SRG) has been formed to strengthen the strategic focus, co-ordination and quality assurance of science and research across the department.									
Item	Unit	R	D	G	Action	Who will be involved	How the action helps meet the requirements of the equality duties	Other considerations	Timeframe
42	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 SDAT.	Consistent data on the effects of Home Office policies on women and men, ethnic minority groups, disabled people, transpeople 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.		February 2008

Item	Unit	R	D	G	Action	Who will be involved	How the action helps meet the requirements of the equality duties	Other considerations	Timeframe
43	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.	Accurate information will enable policy makers to meet particular and specific needs.	Research must fully reflect the different ways the public are affected by crime, terrorism, safety, etc.	Commence April 2008
44	All	✓	✓	✓	Allocate funds to facilitate involvement and access for smaller voluntary sector organisations and disabled people to enable participation in consultation and monitoring.		Enable disabled people and members of unfunded and other representative groups to participate in consultation and involvement.	Ensure the operation of the fund is consistent with SDAT advice.	Ongoing

Legal Adviser's Branch									
Item	Unit	R	D	G	Action	Who will be involved	How the action helps meet the requirements of the equality duties	Other considerations	Timeframe
<p>LAB provides prompt and constructive advice to Ministers and officials:</p> <ul style="list-style-type: none"> ■ to support the delivery of the Home Office's aims and objectives in all areas of its business; ■ to instruct Parliamentary Counsel to draft Bills for which the Home Office is responsible; ■ to draft subordinate legislation; ■ to assist Counsel and the Treasury Solicitor in the handling and preparation of important litigation in both the United Kingdom and Europe; ■ to promote legal awareness, by providing a programme to improve understanding of the legal framework surrounding the Home Office's daily work; and ■ to control and monitor the use of external legal services. 									
45	Legal Adviser's Branch	✓	✓	✓	<p>Ensure that legal advice given to client directorates fully complies with current legislation relating to discrimination.</p> <p>Ensure that client directorates identify discrimination issues arising from their work and seek legal advice as appropriate.</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</p>	<p>It complies with the specific duties of the DDA 2005, the RRAA 2000 and the Gender Equality Duty.</p>		Ongoing

Item	Unit	R	D	G	Action	Who will be involved	How the action helps meet the requirements of the equality duties	Other considerations	Timeframe
45 cont.	Legal Adviser's Branch cont.					consider inserting links to discrimination law information on the legal awareness website.			
46	LAB	✓	✓	✓	LAB Legal Awareness Committee will build issues of discrimination into the legal awareness programme and the legal awareness website. Ensure all lawyers receive information in 2007 on recent changes in discrimination law. Ensure all lawyers receive diversity training.	Staff support groups.	Accurate information will enable policy-makers to meet particular and specific needs. Advice to client directorates will promote the development of policies that are lawful and respect equality and human rights.		2007/08

Crime Reduction and Community Safety Group

The Crime Reduction and Community Safety Group (CRCSG) contributes to delivering all Home Office strategic objectives. It is responsible for ensuring that people are and feel more secure in their daily lives, that more offenders are caught, punished and stop offending, that victims are better supported and that fewer people's lives are ruined by drugs and alcohol. It has lead responsibility on reducing crime by at least 15% in high crime areas by 2007/08.

Item	Unit	R	D	G	Action	Who will be involved	How the action helps meet the requirements of the equality duties	Other considerations	Timeframe
47	Violent Crime Unit (VCU)	✓	✓	✓	Review current reporting and recording of hate crimes to identify best practice. Produce a good practice guide on non-police reporting.	Some police monitoring groups, women's groups, disability organisations and lesbian, gay, bisexual and transgender advisory groups to draw upon effective outcomes.	It complies with the specific duties of the DDA 2005, the RRAA 2000 and the Gender Equality Duty.	Some good practice already exists which enabled and encouraged people who are subject to hate crimes to report the crimes; there is need for greater consistency.	By October 2007

Item	Unit	R	D	G	Action	Who will be involved	How the action helps meet the requirements of the equality duties	Other considerations	Timeframe
48	VCU			✓	Review provision of services tackling violence against women and transgender in England and Wales.	South Essex Rape and Incest Crisis Centre and Women's National Commission, National Rape Crisis Network, Child and Woman Abuse Studies Unit, End Violence Against Women, Fawcett Society, Press For Change, Gender Trust and other transgender representative groups.	It complies with the specific duties of the DDA 2005, the RRAA 2000 and the Gender Equality Duty.	It will be necessary to know the availability of women's and transgender resources in order that a comprehensive cross-government strategy can be delivered.	August 2008
49	National Treatment Agency			✓	Review provision of services for women who use illegal drugs.	Community organisations and Criminal Defence Service (CDS).	Ensuring that services meet the needs of women in order to reduce the use of illegal drugs.	Analysis must include disability and race considerations among women.	March 2008

Item	Unit	R	D	G	Action	Who will be involved	How the action helps meet the requirements of the equality duties	Other considerations	Timeframe
50	Drug and Alcohol Action Teams (DAATs)	✓	✓	✓	Develop monitoring template for recording clients using DAAT services. Distribute template to all teams in England and Wales.	Community organisations and CDS.	Mapping existing provision by reference to race, disability and gender.		January 2008
51	DAATs	✓	✓	✓	Analyse monitoring data of DAATs' delivery of service by gender, race and disability.		Eliminate any unlawful discrimination.	Initial analysis of data and recommendations for action if any.	From December 2007 and quarterly thereafter
52	VCU		✓	✓	Undertake review of findings from the Fear of Crime strategy to evaluate whether additional measures are required to meet the needs of disabled adults and children.		Creates a more inclusive strategy which reflects voices currently not always heard.		March 2008

Item	Unit	R	D	G	Action	Who will be involved	How the action helps meet the requirements of the equality duties	Other considerations	Timeframe
53	VCU		✓	✓	Cross-government Sexual Violence and Abuse Action Plan.	Stakeholder comments will be incorporated into the EIA. Regional workshops were held to consult on the draft action plan, including its equality impact. Attendees included representatives from organisations that support victims of sexual abuse who have learning disabilities.	Develop effective strategy which covers women of all ethnicities and includes disability.	An EIA of the cross-government Sexual Violence and Abuse Action Plan will include external stakeholder consultation.	March 2007 onwards

Item	Unit	R	D	G	Action	Who will be involved	How the action helps meet the requirements of the equality duties	Other considerations	Timeframe
54	VCU	✓	✓	✓	All applicants for funding for Sexual Assault Referral Centres (SARCs) are asked to provide evidence of addressing the needs of people with a learning or physical disability, among other important indicators of equality including sensitivity to minority ethnic issues.		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.	Grants have been made.	

Item	Unit	R	D	G	Action	Who will be involved	How the action helps meet the requirements of the equality duties	Other considerations	Timeframe
55	VCU	✓	✓	✓	Develop an action plan to increase reporting among people with learning disabilities in consultation with stakeholders in this area.	A workshop was held in November 2005 with organisations that work with people who have learning disabilities. The stakeholders gave anecdotal evidence about levels of offending and indicated possible blockages in relation to reporting sexual crime. Relevant actions are being developed.	Ensure that learning disabled people consulted include women, minority ethnic and LGBT people.	Action plan was published in April 2007.	January 2008

Item	Unit	R	D	G	Action	Who will be involved	How the action helps meet the requirements of the equality duties	Other considerations	Timeframe
56	VCU		✓		Review and monitoring of operations of Specialist Domestic Violence Courts.	Staff support groups.	Review outcomes to ensure that they are being used fairly by everyone eligible to benefit.	Independent domestic violence advisers will be the centrepiece of the special courts programme. All Specialist Domestic Violence Courts are asked to complete an assessment tool on service provision for responding to the needs of people with disabilities.	

Item	Unit	R	D	G	Action	Who will be involved	How the action helps meet the requirements of the equality duties	Other considerations	Timeframe
57	Head of CRCSG	✓	✓	✓	Produce, collect and analyse statistics on crime and the police, and for the conduct and management of research in social and management sciences, to find out how to reduce crime and how to improve police performance and effectiveness.	Submit work to the Police Quality Assurance Board to ensure that research takes account of or raises any diversity issues, including disability.	Identify any disproportionality in order to take action.	It has been proposed in the Annual Data Requirement for 2007/08 to collect crimes. It has been agreed that during 2007/08 hate crime data, including on those motivated by disability, will be collected as a pilot in order to monitor the quality and reliability of data received.	2007/08

Item	Unit	R	D	G	Action	Who will be involved	How the action helps meet the requirements of the equality duties	Other considerations	Timeframe
58	All	✓	✓	✓	Allocate funds to facilitate involvement and access for smaller voluntary sector organisations and disabled people to enable participation in consultation and monitoring.		Individual disabled people and smaller community and voluntary sector organisations do not have the funds to enable them to participate in consultation and involvement.	Ensure the operation of the fund is consistent with SDAT advice.	Ongoing

Office for Criminal Justice Reform (OCJR)

The Office for Criminal Justice Reform (OCJR) is the cross-departmental team that supports all criminal justice agencies in working together to provide an improved service to the public. OCJR supports the Criminal Justice System (CJS) in England and Wales through the major reform process in which it is involved, with the aim of bringing more offenders to justice and improving services to victims and the public. 42 Local Criminal Justice Boards lead local action, and the Home Office, Department for Constitutional Affairs (DCA) and the Attorney General's Office lead the reform process jointly at national level, through the National Criminal Justice Board. OCJR's goal is to deliver the National Criminal Justice Board's vision that by 2008:

- victims and witnesses will receive a consistent high standard of service from all criminal justice agencies.
- more offences will be brought to justice through a more modern and efficient justice process.
- rigorous enforcement will revolutionise compliance with sentences and orders of the court.
- the public will have confidence that the CJS is effective and it serves all communities fairly.
- the Criminal Justice System will be a joined up, modern and well run service, and an excellent place to work for people from all backgrounds.

Item	Unit	R	D	G	Action	Who will be involved	How the action helps meet the requirements of the equality duties	Other considerations	Timeframe
59	All OCJR Units	✓	✓	✓	Contribute to development of equality data monitoring protocol and the consistent gathering of equality data across OCJR policy areas.	Tri-lateral CJS Departments and CJS agencies, Local Criminal Justice Boards, relevant voluntary and community sector organisations/ service providers and some of the key community stakeholders	Knowledge of who is involved in the Criminal Justice System, at what stage and in what proportions will enable better targeted reforms and improvements to service delivery.	OCJR is a tri-lateral organisation and will continue to co-ordinate its contribution across the CJS Departments.	<p>Year 1: Development and testing of data collection/ monitoring systems.</p> <p>Year 2: Implementation and early analysis of resulting data.</p>

Item	Unit	R	D	G	Action	Who will be involved	How the action helps meet the requirements of the equality duties	Other considerations	Timeframe
59 <i>cont.</i>	All OCJR Units <i>cont.</i>	✓	✓	✓		who will provide a community perspective on what and how data can be collected.			Year 3 onwards: Evidence-based interventions to address identified disproportionality and/or inequality.
60.	All OCJR Units	✓	✓	✓	EIAs have thus far been undertaken or are in progress on the following areas: <ul style="list-style-type: none"> • The OCJR Review; • The Remand Timeliness Project; • Race for Justice (Hate Crime); • Basket of Measures. 	A wide sample of community organisations, they will include national and local groups which involve disabled people, ethnic minority groups and women.	It is a requirement of each of the Duties to assess and consult on the impact of policies, consulting with relevant communities as to which Impact Assessment should be done next is an effective way of allowing wider participation in setting priorities.	Each EIA should cover all 6 Diversity strands if appropriate to the policy these will clearly identify the impact upon each community	Year 1 and on-going: OCJR will continue with its programme of screening policies and conducting full EIAs as appropriate.

Item	Unit	R	D	G	Action	Who will be involved	How the action helps meet the requirements of the equality duties	Other considerations	Timeframe
60 cont.	All OCJR Units cont.	✓	✓	✓	<p>Screening and, where necessary, EIAs, are planned for the following areas:</p> <ul style="list-style-type: none"> • The Race & Confidence Challenge Fund; • The Minimum Data Set; • Director's Guidance Quick Process tests. <p>We will consult on the next batch of EIAs to be undertaken to ensure that they reflect the priorities and concerns of disabled people, women and ethnic minority organisations.</p>				OCJR will also develop a framework for more proactive and regular engagement with key stakeholder and user groups to help identify areas in which improvements in relation to equalities are required.

Item	Unit	R	D	G	Action	Who will be involved	How the action helps meet the requirements of the equality duties	Other considerations	Timeframe
61	Victim and Witness Unit; Race, Confidence & Justice Unit	✓	✓	✓	As part of the on-going review of support services for victims of crime and implementation of the Race for Justice recommendations, assess support services to victims of hate crimes and violence against women.	Key voluntary and community sector organisations providing services to victims of crime, with a specific focus on hate crime and violence against women; representative victim groups and community stakeholders	Knowledge of the range of services being offered, by whom and at what stage of the CJS will better enable OCJR to focus support services and ensure they are responsive to victims' needs.	OCJR invests substantial sums in funding support services for victims of crime. The organisation needs to ensure that the services are appropriate, accessible and needs to work with key voluntary and community sector partners and groups to assess the services offered.	<p>Year 1: Develop structures to enable the review/assessment of services</p> <p>Year 2: Draw up list of priorities for action and implement review service provision.</p> <p>Year 3 and on-going: Monitor existing and new services to ensure they continue to meet the needs of victims of crime.</p>

Item	Unit	R	D	G	Action	Who will be involved	How the action helps meet the requirements of the equality duties	Other considerations	Timeframe
62	Race, Confidence & Justice Unit (with representatives from all OCJR business areas)	✓	✓	✓	Develop an OCJR-wide Diversity and Equality Strategy and re-establish a cross-Directorate Group to oversee and monitor its implementation.	Staff members from across OCJR business areas; staff networks in the CJS Departments; relevant external stakeholder groups and community representatives/groups to provide independent views/scrutiny.	The OCJR has a responsibility to promote equality of opportunity, avoid adverse impact, make reasonable adjustments and to make progress towards a more representative workforce.	The Diversity and Equality Strategy will cover all equalities strands and will build on the existing OCJR values and the commitment to ensure the CJS is an excellent place to work for people from all backgrounds. The strategy will better enable OCJR to realise the benefits of a more diverse work force.	Year 1: Plan, develop, consult on and implement the OCJR Strategy during the summer of 2007;

Item	Unit	R	D	G	Action	Who will be involved	How the action helps meet the requirements of the equality duties	Other considerations	Timeframe
62 <i>cont.</i>	Race, Confidence & Justice Unit (with representatives from all OCJR business areas <i>cont.</i>								Year 2 and ongoing: Monitor implementation of the strategy and undertake periodic reviews to ensure it remains relevant and compliant with equalities legislation and current good practice.

National Offender Management Service

The National Offender Management Service (NOMS):

- implements the orders of the courts and supervises offenders and those remanded in custody in such a way as to protect the public;
- provides a range of effective interventions and services that are designed to reduce re-offending;
- gives offenders the opportunity to lead law-abiding, productive and healthy lives; and
- works in a way that treats offenders fairly and with decency.

A NOMS Diversity and Equality Steering Group was developed to support and advise the NOMS Board and was put in place in January 2007. The Steering Group will be chaired by the National Offender Manager (NOMS Board Diversity Champion) and will focus on legislative requirements and key performance measures and will advise on policies and best practice.

Item	Unit	R	D	G	Action	Who will be involved	How the action helps meet the requirements of the equality duties	Other considerations	Timeframe
63	Director of NOMS Finance, Chief Executive NOMS		✓		Ensure that custodial buildings are accessible and comply with DDA requirements.	Involve HODS or disability organisations in such assessments, where appropriate.	Public buildings are required to be accessible to disabled people.		April 2007 and ongoing

Item	Unit	R	D	G	Action	Who will be involved	How the action helps meet the requirements of the equality duties	Other considerations	Timeframe
64	As appropriate	✓	✓	✓	Review commissioning and procurement procedures to ensure compliance with the equality duties and statutory codes of practice on race, disability and gender.		Meets the requirements of the equality laws.		March 2008
65	As appropriate			✓	Monitor the commissioning process to ensure adequate coverage of service provision for women offenders.		Ensures that women are treated no less favourably than men.		May 2008

Item	Unit	R	D	G	Action	Who will be involved	How the action helps meet the requirements of the equality duties	Other considerations	Timeframe
66	As appropriate		✓		Review Service Level Agreements to ensure that there is adequate provision to meet the specific needs of women offenders.		Ensures that women are treated no less favourably than men.		
67	As appropriate	✓	✓	✓	Consult with strategic community organisations to determine the schedule of EIAs to be conducted in years 1, 2 and 3.	Disability and women's organisations and those dealing with ethnic minority groups.	It will not be possible to undertake all the EIAs needed; community organisations can help determine key priorities.		EIA priorities to be established by November 2007, and delivered from then onwards

Item	Unit	R	D	G	Action	Who will be involved	How the action helps meet the requirements of the equality duties	Other considerations	Timeframe
68	As appropriate	✓	✓	✓	Ensure that all NOMS staff are trained on the general and specific duties of the RR(A)A, gender duty and DDA.		Enables NOMS staff to comply with equality laws.		Report annually from 2007
69	All	✓	✓	✓	Allocate funds to facilitate involvement and access for smaller voluntary sector organisations and disabled people to enable participation in consultation and monitoring.		Individual disabled people and smaller community and voluntary sector organisations do not have the funds to enable them to participate in consultation and involvement.	Ensure the operation of the fund is consistent with SDAT advice.	

Annex A: The legislation

The Race Relations (Amendment) Act 2000

Introduction

The Race Relations Act 1976, as amended by the Race Relations (Amendment) Act 2000 – referred to as the Act throughout this annex – places a general duty on public authorities to promote race equality. Under the new duty, and through all relevant functions, 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.

The Home Office is subject to the Act and published a revised Race Equality Scheme in May 2005.

Context

The Race Relations Act 1976 provides the legislative base for anti-racist policies within Britain. The 1976 Act was significantly strengthened as a result of recommendations that came out of the Macpherson Report on the Stephen Lawrence murder inquiry. The Race Relations (Amendment) Act 2000 amended the 1976 Act so as to:

- prohibit race discrimination in public functions not previously covered by the 1976 Act;
- place a general duty on specified public authorities to have due regard to the need to promote race equality; and

- give the Home Secretary powers to impose specific duties on public authorities that are subject to the general duty, and to add to the list of bodies to which the general duty applies.

A 'racial group' in the 2000 Act is a group of people defined by colour, ethnicity, race, nationality, national or ethnic origins. The new anti-discrimination provisions and the general duty for public authorities listed in the 2000 Act came into effect on 2 April 2001. Schedule 1A to the 1976 Act, as amended, lists the bodies and other persons subject to the general duty.

There have also been several advances in race equality law through the European Community, including:

- **Article 13 of the Treaty of Amsterdam**, which conferred upon member states the ability to 'take action to combat discrimination based on sex, racial or ethnic origin, religion or belief, disability, age or sexual orientation';
- **Council Directive 2000/43/EC**, which implements the principle of equal treatment between people irrespective of racial or ethnic origin. It was adopted by EU member states in 2000; and
- the **Race Relations Act 1976 (Amendment) Regulations 2003**, which redefined indirect discrimination, introduced a new definition of harassment (applicable to both employers and employees), redefined the burden of proof and its application to institutional liability, and removed those exceptions that are contrary to the principle of equal treatment for all.

Specific duties

The specific requirements in relation to our Race Equality Scheme are as follows:

- a. The preparation and publication of a scheme which sets out how we intend to meet its obligations under the general duty and other specific duties which have been set and are relevant to it (which must be reviewed at least every three years).
- b. An assessment of our functions and policies which we feel are relevant to the general duty.

- c. Our arrangements for assessing and consulting on the impact that any policies it is proposing are likely to have on the promotion of race equality.
- d. Our arrangements for monitoring its policies for any adverse impact on the promotion of race equality.
- e. Our arrangements for publishing the results of our:
 - assessment under (b);
 - consultations under (c); and
 - monitoring under (d).
- f. Our arrangements for ensuring that the public has access to information and to services that it provides.
- g. Our arrangements for the training of its staff on issues relevant to the general duty and the specific duties.

Employment duties

There are also the following specific duties relating to employment issues:

- Certain public authorities subject to the general duty are required to have in place arrangements for monitoring the ethnicity of:
 - staff in post; and
 - applicants for jobs, promotion and training.
- If such a body has more than 150 full-time employees, it is required to have in place arrangements for monitoring the ethnicity of staff who:
 - receive training;
 - benefit or suffer detriment as a result of performance appraisal;
 - are involved in grievance procedures;
 - are the subject of disciplinary procedures; and
 - are dismissed or leave for other reasons.
- As a public authority subject to these employment duties, we must publish annually the results of the above ethnicity monitoring.

The Disability Discrimination Act 2005

The Disability Discrimination Act (DDA) 2005 places a general duty on public authorities to promote disability equality. The Home Office is subject to the DDA 2005 and produced a Disability Equality Scheme which was published on 4 December 2006.

Legislative context

The DDA 1995 has been amended by the DDA 2005 so that it now places a duty on all public bodies to promote disability equality. We recognise that the DDA 1995 was an important step towards achieving equality for disabled people, but disability equality has not had the same statutory emphasis or history as sex or race discrimination (the Sex Discrimination Act and Race Relations Act are both over 30 years old). The Government commissioned a Disability Rights Task Force, which reported in 1999 (*Towards Inclusion: Civil Rights for Disabled People*) and recommended a number of amendments to the DDA 1995. This resulted in the DDA Amendment Regulations 2003, which came into force on 1 October 2004.

This new positive duty marks another important stage as it requires public bodies to be proactive in promoting equality for disabled people, rather than simply to make reasonable adjustments for their staff and service users in order not to discriminate. The duty requires a root and branch overhaul of policy-making procedures within public authorities as well as demanding much greater openness.

General duty under the Disability Discrimination Act 2005

The DDA 2005 places a general duty on all public sector authorities, including government departments and agencies, to promote equality for disabled people. It represents a significant change in the way public authorities organise their services to improve the lives of disabled people. All public authorities must, in carrying out their functions, have due regard to the need to:

- promote equality of opportunity between disabled people and other people;
- eliminate discrimination that is unlawful under the Act;

- eliminate harassment of disabled people that is related to their disabilities;
- promote positive attitudes towards disabled people;
- encourage participation by disabled people in public life; and
- take steps to take account of disabled people's disabilities, even where that involves treating disabled people more favourably than others.

The general duty to promote disability equality places positive responsibilities on authorities to work proactively towards a more equal society by mainstreaming disability equality into the ways in which they carry out their functions. It builds on the duties already implemented under the DDA 1995, including the duty to make 'reasonable adjustments' to ensure that disabled people can access employment and occupation, education, goods, facilities, services, functions and premises.

The general duty requires public authorities to give due regard to the need to promote disability equality in relation to policy and practice, including inspection, planning, policy making, service delivery, regulation, enforcement and employment.

Public authorities are expected to have 'due regard' to the six parts of the general duty. 'Due regard' comprises two linked elements: proportionality and relevance. In all of our decisions and functions, the Home Office should give due weight to the need to promote disability equality in proportion to its relevance. This requires more than simply giving consideration to disability equality.

Areas exempt from the general duty

The DDA 2005 excludes the following actions of public authorities from being subject to the general duty:

- a judicial act (whether done by a court, tribunal or other person);
- any act done on the instructions or on behalf of a person acting in a judicial capacity;
- any act relating to, or making or approving of, an Act of Parliament or an Order in council; and
- where a public authority is exercising a statutory power and has no discretion as to whether or how to exercise that power, or no discretion as to how to perform its duty.

Specific duties

The DDA 2005 places **specific** duties on the Home Office as a public authority. They are set out in the Disability Discrimination (Public Authorities) (Statutory Duties) Regulations 2005. The Regulations are intended to assist public authorities in meeting the general duty. In particular, they set out what public authorities should do to plan, deliver and evaluate action to eliminate discrimination, promote equality, and report on the activity they undertake.

The specific disability equality duties require the Home Office to:

- publish and implement a Disability Equality Scheme, setting out how it intends to fulfil its general and specific duties;
- involve disabled people in producing the scheme and developing an action plan;
- set out how the Home Office will assess the impact of existing and proposed activities on disabled people;
- produce an action plan for implementing the duty to promote disability equality for the next three years;
- set out how the Home Office will gather evidence on progress towards disability equality, including in relation to:
 - the recruitment, retention and development of disabled staff; and
 - the extent to which the Home Office services and functions meet the needs of disabled people;

- set out how the Home Office will use the information it collects to review the effectiveness of the action plan and to produce future disability equality schemes; and
- report on progress every year and review and make appropriate revisions to this scheme at least every three years.

We are also required to:

- within three years of the scheme being published, take the steps set out in the action plan (unless it is unreasonable or impractical to do so) and put into effect the arrangements for gathering and making use of information;
- make information and services accessible to the public;
- train our staff in the disability equality duties; and
- monitor the way in which the Home Office works as an employer to identify how our employment practices affect staff in the Home Office, including disabled staff.

The Gender Equality Duty

The Gender Equality Duty (GED) came into force in April 2007. It requires public authorities to promote equality between women and men and eliminate unlawful sex discrimination and harassment. This means the public sector has to develop policies, design services and have employment practices with the different needs of women and men in mind. The duty covers all the functions of a public authority, such as policy making, public services and employment.

Instead of relying on individuals to make complaints about sex discrimination, the duty places the legal responsibility on public authorities to demonstrate that they treat men and women fairly. Over 30 years after the introduction of the Sex Discrimination Act, there is still widespread discrimination. The rights of individuals do not oblige organisations to promote equality. The GED will bring about real change in the culture of public organisations and the onus will be on organisations to promote equality, rather than on individuals to bring cases. It does not replace the right of individuals to bring cases against public authorities.

The Equality Act 2006

The Equality Act (EA) 2006 includes within it a new positive duty on public bodies to promote gender equality. Under the new duty, and through all relevant functions, public authorities are required to have due regard to the need to:

- eliminate discrimination and harassment that is unlawful under the Sex Discrimination Act and discrimination that is unlawful under the Equal Pay Act; and
- promote equality of opportunity between men and women.

Legislative context

The EA 2006 amends the Sex Discrimination Act 1975 to place a statutory duty on all public authorities, when carrying out their functions, to have due regard to the need to:

- eliminate unlawful discrimination and harassment; and
- promote equality of opportunity between women and men.

Women and men, including transsexual people, may experience different forms of disadvantage depending on their age, ethnicity, colour, religion/belief, sexual orientation, marital or civil partnership status, and disability status. In order to understand and address questions of gender equality, we may need to consider such complexity and whether particular groups of women or men are experiencing particular disadvantages.

The new duty marks a significant step forward. The law is no longer reliant upon individuals taking action to challenge discrimination. Public authorities are now required to demonstrate that they have exercised due regard to gender equality when carrying out all of its functions.

Unlawful discrimination in the Sex Discrimination Act and EA means:

- direct or indirect discrimination against women and men, in employment and education, in goods, facilities and services, and in the exercise of public functions;
- harassment, sexual harassment and discrimination on the grounds of pregnancy and maternity leave;
- discrimination in employment and vocational training on the grounds of gender reassignment;
- direct and indirect discrimination in employment on the grounds that a person is married or has a civil partner; and
- victimisation on the basis of gender.

In employment and vocational training, the Sex Discrimination Act also protects individuals who are discriminated against because they:

- intend to undergo gender reassignment;
- are currently undergoing gender reassignment; or
- have already undergone gender reassignment.

Transsexual people are protected under existing sex discrimination legislation from discrimination and harassment in employment and vocational training. We are legally required to take this into account when addressing that part of the duty which requires the elimination of unlawful discrimination and harassment.

Specific duties

The specific requirements in relation to our Gender Equality Scheme are as follows:

- Prepare and publish a Gender Equality Scheme, showing how it will meet its general and specific duties and setting out its gender equality objectives.
- In formulating its overall objectives, consider the need to include objectives to address the causes of any gender pay gap.
- Gather and use information on how the public authority's policies and practices affect gender equality in the workforce and in the delivery of services.

- Consult stakeholders (i.e. employees, service users and others, including trade unions) and take account of relevant information in order to determine its gender equality objectives.
- Assess the impact of its current and proposed policies and practices on gender equality.
- Implement the actions set out within it within three years, unless it is unreasonable or impracticable to do so.
- Report against the scheme every year and review the scheme at least every three years.

Appendix B: Consultation questionnaire

The questionnaire below was sent to these organisations in March 2007:

1990Trust

a:gender

End Violence Against Women

Epilepsy Association

Fawcett Society

Greater London Domestic Violence Project

Hibiscus

Howard League for Penal Reform

Inquest

Kurdish Disability Organisation

Mind

National Coalition of Black-Led Organisations

Prison Reform Trust

RADAR

Respond

Joseph Rowntree Foundation

Scope

South Essex Rape and Incest Crisis Centre (SERICC)

Southall Black Sisters

Southwark Refugee Communities Forum

Turning Point

Voices UK

Women in Prison

Organisational responses

Organisation	Unit	Race	Disability	Gender
AMNESTY INTERNATIONAL		YES	YES	YES
ANN CRAFT TRUST			YES	
FAWCETT SOCIETY		YES		YES
NACRO				YES
REFUGE				
SERICC		YES	YES	YES
VOICES UK			YES	
WOMEN'S RESOURCE CENTRE				
a:gender				YES (gender identity)
HOME OFFICE	CRIMINAL LAW POLICY UNIT			YES
	HODS		YES	
	HOW	FUNDING		
	HOW			YES
	HOW			YES
	THE NETWORK	YES		
	THE NETWORK	YES		
	THE NETWORK	YES		
	THE NETWORK	YES		YES
	THE NETWORK	YES		
	THE NETWORK	GRADE		
	THE NETWORK	AGE		
	THE NETWORK			YES
	THE NETWORK	YES		YES
	THE NETWORK	YES		
	THE NETWORK	YES		YES
	THE NETWORK	YES	YES	YES
	NOMS		YES	YES

Organisation	Unit	Race	Disability	Gender
HOME OFFICE <i>(continued)</i>	RDAT			
	RESPOND		YES	YES
	RESPOND		YES	
	SPECTRUM			YES
	SPECTRUM	YES	YES	YES

Questionnaire

The Race, Disability and Gender Equality Scheme

The Home Office is currently preparing a new scheme which reflects the three statutory strands of the equality laws.

To enable this scheme to better reflect the concerns of ethnic minority people, women and disabled people, it is important to consult as widely as possible within the timeframe available.

To this end, I would ask you to tell me briefly what three single changes you would want to see which would achieve greater gender, race and disability equality outcomes within Home Office core services.

If you work with disabled people, for example, what changes would you wish to see to the way that prisons, or crime prevention or probation, or passports or identity cards work? We would ask you to limit the number of suggestions you make to one or two in each of the Home Office functions.

If you work with women, you may wish to suggest changes which impact most on some groups of women, or you may wish to make suggestions about changes that will be positive for all women. Again, we ask you to limit your proposals to one or two per Home Office function.

Similarly, for race and ethnicity you are limited to one or two suggestions per function.

Once we have a range of ideas and proposals for each of the strands we will begin to translate them into outcomes to be included in the scheme.

This will not, of course, be the end of the process; we will build into the scheme our proposals for providing progress reports on achieving our action plan as well as the extent to which we are involving women, ethnic groups and disabled people in the development of the work we undertake.

We intend to be realistic and strategic about the outcomes we include in the scheme. We want it to be achievable over the next three years, so we will ensure that we have deadlines and milestones that can be met.

Where your ideas cannot be included in the combined equality scheme, we shall attempt to give you feedback as to why your ideas were not incorporated.

Please ensure that the three proposals you submit relate to the Home Office core functions. The Home Office, for example, is not directly responsible for prisons, probation or policing, but it does have responsibility for the overall policy framework in which these three areas operate.

Please therefore complete the attached form and include your contact details if you wish to receive feedback.

Race, disability and gender priorities

Suggestion 1	
Reasons why this is a priority for change	
Suggestion 2	
Reasons	
Suggestion 3	
Reasons	

Supporting data/evidence

Do you have reports or research which outline the effect of current Home Office policies on those you work with? If so, can you provide copies of relevant supporting information?

If not, can you indicate where we might find supporting information or data?

Future involvement in achieving the action points

Are you willing to donate some of your time at a future date to work with the Home Office to help achieve or to monitor the outcomes of the action plan?

Yes/No

Your details:

Name:

Organisation:

Contact address or e-mail: