



Putting People First Addendum

MAKING RACE EQUALITY A REALITY – HERTFORDSHIRE'S RACE EQUALITY SCHEME

Working Draft

This is a draft document. Hertfordshire County Council will be consulting widely on the scheme. The scheme may change following the consultation process and formal endorsement by the Council.

31st May 2002

PUTTING PEOPLE FIRST
MAKING RACE EQUALITY A REALITY

May 2002

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Foreword

Hertfordshire County Council has a clear commitment to achieving equality of opportunity as set out in Putting People First, our integrated equalities strategy.

The Race Relations (Amendment) Act 2000 has placed a new statutory duty on the County Council to promote race equality in carrying out its functions. One of the specific duties contained within the Act is the publication of a race equality scheme setting out how the Council will meet the new obligations.

Hertfordshire County Council already has a good record in promoting equality to build on. The Council have published an integrated equality strategy – Putting People First, equality trained staff, developed equality action plans for all our services, and recently achieved level 3 of the Commission for Racial Equality Standard. Putting People First provides a strong framework for achieving our overall equalities objectives but this addendum will ensure that our work to promote race equality is strengthened even further, and that the obligations under the Race Relations (Amendment) Act are fully met.

Publication of this Race Equality Scheme represents a very significant step forward. The scheme is a 'living document', this means that it will be regularly reviewed and comments on the document will be actively encouraged. However, in order for it to have a meaningful and sustainable impact, it must be more than just a set of words. It needs to be a tool for delivering change that has a positive effect on all our communities.

Bill Ogley
Chief Executive

1. Introduction

- 1.1 The Race Relations (Amendment) Act 2000 has been developed in direct response to the recommendations of the Stephen Lawrence Inquiry Report (1999). The Act strengthens and extends the Race Relations Act of 1976 without replacing it. It introduces two major changes:
- a) Protection against discrimination by public authorities - It is now unlawful for any public authority to discriminate on racial grounds, either directly, indirectly or by victimisation in carrying out any of its functions.
 - b) Placing a positive duty on public authorities to tackle institutional racism.
- 1.2 The overarching aim of the Race Relations (Amendment) Act 2000, is to provide public bodies with a *general* duty to promote race equality. Under this duty, when it carries out its functions, the County Council must aim to:
- Tackle racial discrimination
 - Promote equality of opportunity
 - Promote good race relations
- 1.3 In addition to the *general* duty outlined above, the Race Relations (Amendment) Act also sets out *specific* duties in policy making, service delivery and employment. One of the *specific* duties is the publication of a Racial Equality Scheme which, sets out how the County Council will fulfil its obligations under the Act.

2. The County Council and its Commitment to Race Equality

- 2.1 This race equality scheme is a performance measurement tool that sets out how the County Council intends to measure the effectiveness of its service in relation to race equality. The Council aims is to 'mainstream' race equality by ensuring that all services consider the impact that their policies and procedures have on access to services and employment. Building race equality is a key element of the Council's promises to the people of Hertfordshire. A great deal of work has already taken place with the County Council to promote race equality, the details of which can be found in Putting People First – our integrated equality strategy.
- 2.2 In order to reflect the size and complexity of the organisation and ensure that the County Council builds as far as possible on existing processes and procedures an overarching Race Equality Scheme has been developed. This will be supplemented by service based action plans wherever necessary. These will be based on the commitments and targets in the overarching scheme.

- 2.3 Hertfordshire is a diverse County within the prosperous south east of England. In the 1991 census 4% of the total population of one million was from a minority ethnic group. The largest minority ethnic group is Indian. Minority ethnic communities are more highly represented in the areas of Watford, North Hertfordshire and St Albans. It is expected that the % of the population from a minority ethnic group will rise once the 2001 census statistics are available.
- 2.4 The County Council has an agreed commitment in relation to achieving race equality, which is set out in Putting People First. The underlying principles in relation to equality are also enshrined within Putting People First and are as follows:-
- To provide services that are equally accessible to all people, free from prejudice and unfair discrimination and sensitive to the needs of all sections of the community
 - Value people and their differences and enable all our employees to achieve their full potential, creating vitality within our organisation and the services we deliver
 - Seek to influence the work and contribution of partner organisations from the public, private and voluntary sectors by ensuring the equality issues and considerations are fully taken into account when developing major strategies
 - Work actively towards eliminating all forms of unfair discrimination, both direct and indirect
 - Target resources to groups and communities who are most excluded
 - Encourage partnership and participation in the development and application of Council policy and practices
 - Enhance the choice and control of people over their own lives

3. The County Council's Structure and Process for Dealing with Racial Equality

- 3.1 The County Council comprises 77 councillors who are elected every 4 years. The Council appoints a Cabinet each year. The cabinet includes the Leader and nine other Councillors. This group has day to day responsibility for all the County Council's decisions in line with the overall policies and budget. Regular reports on progress in implementing the Race Equality Scheme will be presented to Cabinet.
- 3.2 A series of Scrutiny Committees are responsible for scrutinising decisions and progress on the implementing policies. The Resources Scrutiny Committee will be responsible for monitoring the Race

Equality Scheme. An annual review of progress will be reported to this committee and will be published on the County Council's website, Hertsdirect.com. Meetings of the Resources Scrutiny Committee are open to the public except where confidential or personal matters are being discussed.

- 3.3 In addition to the Resources Scrutiny Committee there is an Equality Panel which reports directly to the Cabinet. This panel is responsible for developing the County Council's Equality Strategy and Policy. The panel will propose changes to policy to the Cabinet wherever necessary. The panel meets quarterly and will be responsible for considering the plans of each service for implementing the requirements of the Race Equality Scheme.
- 3.4 The Council has a responsibility to deliver Best Value, which includes a programme of Best Value reviews. Recent amendments to the legislation require authorities to scope reviews broadly focusing on the way services are experienced rather than the way in which they are delivered. Every review is required to consider a number of cross cutting strategies, one of which is the Race Equality Strategy.
- 3.5 Hertfordshire County Council is responsible for the delivery of a wide range of services throughout the County. These include:
- Services to Children, Schools and Families
 - Adult Care Services
 - Environmental Services
 - Statutory Services such as Registration
 - Fire and Rescue Services
 - Community Information Services
 - Corporate Services

The Chief Executive oversees the work of each service through the Strategic Management Board. Each Chief Officer is responsible for implementing the Race Equality Scheme in their service. The lead Chief Officer sponsor for equalities is the Corporate Director (People and Property) who reports directly to the Chief Executive. The project manager for the Race Equality Scheme is the Assistant Director of Personnel (Employee Services).

The County Council has an Equality Strategy Group comprising of senior officers from each service with lead responsibility for equalities. This group will be the implementation and Steering group for the Race Equality Scheme.

The group will provide regular reports to the Strategic Management Board on Progress.

4. How we will Identify the Functions and Policies Relevant to the General Duty

4.1 Hertfordshire County Council must set out in its Race Equality Scheme which of its current and proposed functions and policies are relevant to the general duty to promote race equality. The Council must also review these functions and policies at least every 3 years from 31 May 2002.

4.2 The assessment of Hertfordshire County Council's functions and policies to see which are appropriate for inclusion within the Race Equality Scheme is a critical task. It is proposed that the assessment process include the following stages:

- (i) The listing of all the major functions and policies for which the County Council is responsible.
- (ii) Development and implementation of a procedure for assessing functions and policies for their relevance to the general duty and giving them a priority based on this assessment.

4.3 A three level priority scheme will be used to assess the relevance of each function's policy:-

Top priority (Year 1) - will be any functions/policies for which there is substantial evidence that different racial groups are (or could be) differently affected, or where there is public concern.

Medium term priority (Year 2) – will be any functions/policies where there is little or some evidence that different racial groups are (or could be) differently affected, or where there is public concern.

Low Priority (Year 3) – will be other functions/policies.

4.4 Any functions/policies identified as priority for year one will be reviewed to identify issues such as: take up levels for different racial groups, levels of complaints from different groups, satisfaction levels from different groups, etc. Wherever possible this work will be linked into existing processes such as best value reviews.

5. Arrangements for Consultation

5.1 The County Council places a high value on listening to its citizens. We are committed to ensuring that there are no barriers to effective consultation consulting on policies that are relevant to promoting good race relations.

5.2 In Putting People First the Council is committed to actively developing effective consultation mechanisms with community representatives to enable us to:

- establish the needs and satisfaction levels of those using our services
- identify user needs in relation to access to information for example translation requirements, providing information in alternative formats etc
- take into account the needs of service users when new services are planned
- identify user needs in relation to access to buildings for those with particular requirements.
- evaluate and review progress
- provide community groups with the knowledge and understanding of how the County Council operates to enable participation in the service development and improvement our aim is to remove barriers to participation and develop improved ways of consulting where this is necessary so that groups can be fully involved in consultation processes.
- consult with community groups on progress made against the service delivery equality performance indicators will take place at least once a year.

5.3 The County Council will consult with organisations and bodies throughout the County, trade unions and employee groups on the Race Equality Scheme. The Scheme will be informed by the groups that should benefit from the implementation. Such consultation may include face to face meetings, focus groups, surveys, workshops, consultative panels, internet discussions and other methods.

5.4 The County Council will adopt an inclusive process by using more than one method to reach a wide range of individuals employees and community organisations from minority ethnic communities. Information will be made available on request in accessible formats including minority community languages. Consideration will also be given to the timing of events and appropriateness of venues in order to enhance participation.

6. Arrangements for Monitoring any Adverse Impact of Policies

6.1 The County Council recognise that it is essential to know whether a policy or procedure is working as envisaged. This is important in establishing whether the policy is having any adverse impact on the promotion of race equality. The Stephen Lawrence Inquiry concluded that established ways of doing things can discriminate against people from ethnic minorities, despite an organisation's efforts to promote racial equality. Failure to identify and address these areas through effective monitoring can result in an organisation's "collective failure" to act in a non-discriminatory way.

6.2 Every department will be responsible for monitoring the functions within that department for adverse impact. Each service is responsible for

developing and implementing an annual equality action plan. Within each action plan priorities are identified to monitor core services.

6.3 The County Council, Police Authority and six District Councils have contracted with Mori to establish a set of Citizens' Panels, which will be consulted on various issues at regular intervals over the next three years. Care will be taken to ensure that the new panels reflect the make-up of the population of Hertfordshire in terms of age, gender, disability and ethnicity. The new countywide panel of 2,000 people will be an important mechanism for the County Council to monitor the perceptions of its citizens on a wide range of issues.

6.4 Other methods that will be used for monitoring include statistical analysis of ethnic monitoring data, satisfaction surveys, random or targeted surveys, meetings, focus groups and employers attitude surveys.

7. Arrangements for Publishing Consultation and Monitoring Results

7.1 The County Council will publish the results of consultation exercises and monitoring in order to ensure the transparency of the scheme. Details of consultations published will include why and how the consultation was carried out, a summary of the replies received and what action the County Council will take as a result.

7.2 The County Council will make effective use of the monitoring systems it already has in place to monitor equality data and regular basis. The results of monitoring will also be published in the annual Performance Plan and in the County Council's newsletter Herts Direct.

7.4 Details of consultation and monitoring will be available on the County Council's website hertsdirect.com. It will also be available on request in alternative formats including minority ethnic languages.

8. Arrangements to Ensure Access to Information and Services

8.1 The objective of this duty is to ensure that the County Council provide information and services that are accessible to all sections of the community.

8.2 The County Council is committed to:-

- Translating key information into a variety of languages
- Providing a translation and interpreting service to minority ethnic communities
- Targeting relevant services to communities that are unrepresentative.
- Using a variety of methods of access to information including the website, translated versions of documents, printed copies, minicom services, and language line

9. Arrangements for Training Staff

- 9.1 To meet the general duty in this area the County Council will have a specific focus for training staff in relation to the scheme, particularly highlighting the importance of the general and specific duties and greater understanding of race equality issues.
- 9.2 The County Council recognise that effective training plays a key role in the implementation of the scheme. It is therefore committed to developing an equality training strategy.

The Equality training strategy for 2002/2003 will ensure that:-

- Training is provided for trainers to enable them to undertake or support training and other initiatives within their department
- Awareness sessions on the Act and its requirements generally are provided to Members and staff
- Workshops are provided for managers and others to focus on how they implement the Act in practice, and its relationship to other areas of equality.
- Guidance notes are provided to enable individuals and staff in teams to assess the direct implications of the Act on their work.

The Council will also be seeking to:-

- Review all of our training programmes to identify where issues and implications arising from the Act could feasibly be integrated into their content
- Offer training opportunities, targeted at all relevant staff, to address key issues or barriers arising from implementation.

10. How Hertfordshire County Council will Deal with Complaints

- 10.1 Hertfordshire County Council's Complaint Policy outlines the procedure for dealing with complaints. A copy of this policy is obtainable by contacting Hertfordshire County Council, Pegs Lane, Hertford, SG13. ☎ 01992 – 555555.
- 10.2 The Commission for Racial Equality has new powers to take action against public bodies if it believes they are not complying with the Act. Under the terms of the new legislation, if it is satisfied that a public authority has failed to comply with any of its specific duties, the Commission for Racial Equality may serve a "compliance notice". This will require the authority to comply with its specific duties, and to inform the Commission for Racial Equality, within 28 days of the measures it has taken. If after three months the authority has not complied with the

Commission for Racial Equality's notice, then the Commission for Racial Equality can ask the courts to order the authority to comply.

- 10.3 Individuals do not have the right to take legal action against a public authority, which has not fulfilled its specific duties.

11. Arrangements for Access to this Document:

- 11.1 The Race Equalities Scheme will be available on Hertfordshire County Council's website www.hertsdirect.org.uk

- 11.2 Copies of the scheme can also be downloaded at/collected from local libraries or from:

Andrea Mullings
Equalities Manager
Corporate Services
Hertfordshire County Council
Pegs Lane
Hertford
SG13
Telephone ☎ 01992 - 556654
Minicom ☎ 01992 - 556652

- 11.3 A summary of Hertfordshire County Council Race Equality Scheme which outlines how we plan to promote good race relations, equality of opportunity and end racial discrimination will be available on request in Arabic, Bengali, Chinese, Greek, Gujjerati, Hindi, Italian, Punjabi, Urdu, and Turkish.

Please write/fax/email/phone Andrea Mullings at the above address or telephone number for a copy of the summary.

Audio version 

An audio version of Hertfordshire County Council's Race Equality Scheme Summary is also available from the above address.

Large Print

A summary of Hertfordshire County Council Race Equality Scheme which outlines how we plan to promote good race relations, equality of opportunity and end racial discrimination is available in Large print.

Please write/fax/email/phone Andrea Mullings at the above address or telephone number for a copy of the summary.

Hertfordshire County Council

Proposed Action Plan – Race Relations (Amendment) Act 2000

Proposed specific duty	What we currently do	What further action we need to take	By when
<p>1. Prepare and publish a Race Equality Scheme setting out:</p> <ul style="list-style-type: none"> • How the authority intends to meet its obligation under the general duty. • Any other proposed specific duties to promote race equality, which are relevant to it. 	<p>The County Council already has in place a range of initiatives that are required by the RRA, including:-</p> <ul style="list-style-type: none"> • Implemented an equality strategy on service delivery and employment called Putting People First, which makes specific reference to the Council's commitment on Race Equality. • Ensured that race equality is integrated into all council activities through annual equality action plans, performance indicators and monitoring. • Developed a county-wide equality strategy group to implement the policy. • Developed Member 	<p>In order to comply with this duty the Council will need to:-</p> <p>Publish a specific Race Equality Scheme for consultation by 31st May 2002.</p>	<p>31.5.02</p>

Proposed specific duty	What we currently do	What further action we need to take	By when
	<p>processes for Policy development and scrutiny of equalities</p> <ul style="list-style-type: none"> • Met level 3 of CRE Standard. • Trained all staff on Putting People First. 		
<p>2. Assess which of the County Councils functions and policies are relevant to the general duty.</p> <p><i>“public authorities must list the functions and policies (including their proposed policies) that are relevant to their performance of the general duty to promote race equality. They should review its list every 3 years”.</i></p> <p><i>Code of Practice, Section 4 (4.8)</i></p>	<p>The objective of this duty is to ensure that HCC has a clear framework for determining how race equality issues impact on service/policy areas.</p>	<p>In order to comply with this duty the Council will need to:-</p> <ul style="list-style-type: none"> • List all the County Council functions and policies and determine whether they are relevant to the general duty. • Prioritise functions and policies based on this assessment. • Publish the details of the assessment by 31st May 2002 • Set up a procedure for reviewing every 3 years the relevance of functions or policies to the general duty. 	<p>31.5.02</p>
<p>3. Set out arrangements for consultation</p> <p><i>“public authorities must set out, in their Race Equality Scheme, their</i></p>	<p>The objective of this duty is to ensure that minority groups who may be affected by the County Council policies are consulted.</p>	<p>In order to comply with this duty the Council will need to:</p> <ul style="list-style-type: none"> • Develop a detailed consultation strategy on the content of the Race Equality Scheme by 31st 	<p>31.10.02</p>

Proposed specific duty	What we currently do	What further action we need to take	By when
<p><i>arrangements for assessing, and consulting on, the likely impact of their proposed policies on the promotion of race equality”</i></p> <p><i>Code of Practice, Section 4 (4.15)</i></p>	<p>The County Council has an agreed commitment to effective consultation with minority ethnic groups which is contained within Putting People First.</p> <p>Consultation exercises are currently carried out with minority ethnic groups across the County on a wide range of issues. The outcomes of the consultations are currently reported in departmental equality action plans and in service plans.</p> <p>An internal consultation database also allows officers to share consultation experiences and learn from each other.</p>	<p>may 2002</p> <ul style="list-style-type: none"> • Consult groups who may be affected by the relevant policies of the County Council in order to inform the decision making process • Monitor and publish the findings of all relevant consultation 	
<p>4. Set out the arrangements for monitoring policies for adverse impact.</p> <p>“public authorities must set out in their Race Equality Scheme their arrangements for monitoring their</p>	<p>The objective of this duty is to keep tracks on whether policies are having an adverse impact on race equality.</p> <p>We currently monitor a range of services and many aspects of our</p>	<p>In order to comply with this duty the Council will need to:</p> <ul style="list-style-type: none"> • Ensure that all functions and policies relevant to the general duty are monitored. • Monitor satisfaction levels amongst minority ethnic 	31.5.03

Proposed specific duty	What we currently do	What further action we need to take	By when
<p>policies for any adverse impact on the promotion of race equality”</p> <p><i>Code of Practice, Section 4 (4.22)</i></p>	<p>role as an employer for adverse impact.</p> <p>Results of such monitoring are scrutinised and positive action is used to redress imbalances.</p> <p>A Countywide Equalities Monitoring Report is provided annual to Members and is available to the public.</p>	<p>communities with County Council services</p>	
<p>5. Arrangements for publishing the consultation and monitoring results:</p> <p>“public authorities must set out their arrangements for publishing the results of any assessments, consultations and monitoring they do to identify any adverse impact on race equality”.</p> <p><i>Code of Practice, Section 4 (4.29)</i></p>	<p>The objective of this duty is increase openness and demonstrate commitment to promoting race equality.</p> <p>Results of consultation and monitoring are currently published in a variety of ways that best meet the needs of those people who were consulted. An annual report which monitors the County Council achievements against the objectives set out in its equality strategy, Putting People First, is provided to Members and is available to members of the Public.</p>	<p>In order to comply with this duty the Council will need to:</p> <ul style="list-style-type: none"> • Arrange to publish the results of monitoring and consultation including why the consultation took place, how it was carried out, a summary of the responses, an assessment of policy options and what the County Council, decided to do. • Decide how often and in what form the publication will take place. 	<p>31.5.03</p>

Proposed specific duty	What we currently do	What further action we need to take	By when
	<p>Departmental service plans contain information on consultation and monitoring and are published in a variety of formats.</p> <p>A County Council newsletter, Herts Direct, contains further details of consultation and monitoring. It is published quarterly and sent to every household within the County.</p>		
<p>6. Set out our arrangements for ensuring access to the information and to the services we provide.</p> <p>“public authorities must set out their arrangements for making sure that the public have access to information and services they provide”.</p> <p><i>Code of Practice, Section 4 (4.35)</i></p>	<p>The objective of this duty is to ensure that the County Council is proactive about positive action to ensure that services reach the “hard to reach” parts of the community.</p> <p>The Council currently translates key information into a variety of languages and formats, provides comprehensive translation and interpretation service to minority ethnic communities, and targets relevant services to communities</p>	<p>In order to comply with this duty the Council will need to:</p> <ul style="list-style-type: none"> • Monitor how effectively we provide access to information and make improvements where necessary 	<p>31.5.03</p>

Proposed specific duty	What we currently do	What further action we need to take	By when
	<p>that may be under represented. Consideration is always given to ensuring that information is available at the right time and in the right place</p>		
<p>7. Set out the County Councils arrangements for training staff on issues relevant to the duty to promote race equality.</p> <p>“public authorities must set out their arrangements for training their staff in connection with the general duty to promote race equality and any specific duties”. <i>Section 4 (4.38)</i></p>	<p>The objective of this duty is to ensure that staff who are responsible for meeting the general and specific duties are aware of these</p> <p>Over the past 2 years all employees of the County Council have been required to attend training on Putting People First. Equal opportunities training also forms part of the recruitment and selection training which is compulsory for those involved in recruitment and selection. Equality training is provided to Members as part of their development programme. Service based race equality training is also undertaken.</p>	<p>In order to comply with this duty the Council will need to:</p> <ul style="list-style-type: none"> • Develop training events within our Corporate Equality Learning and Development Plan that focus on what the authority needs to do to meet the duties set out in the Race Relations (Amendment) Act 	<p>31.5.03</p>

Proposed specific duty	What we currently do	What further action we need to take	By when
<p>8. Individual schools have a specific duty to:</p> <ul style="list-style-type: none"> ● Prepare a written statement on race equality. ● Assess the impact of its policies on ethnic minority pupils, staff and parents with the emphasis on attainment of ethnic minority pupils. ● Monitor the levels of attainment of ethnic minority pupils, staff and parents. 	<p>The County Council has published a guide for schools on promoting racial equality with specific reference to the requirements of the Race Relations (Amendment) Act 2000.</p>	<p>In order to comply with this duty the Council will need to:</p> <ul style="list-style-type: none"> ● Offer ongoing advice, support and development to individual schools ● Monitor the outcomes of each schools assessment 	<p>31.5.02</p>

Functions and Polices relevant to the Act

Appendix Two

Proposed Top Priorities (Year 1)

Department	Function	Policy	Ratings
Corporate Services:			
Chief Executives:	Money Advice, Consultation, Economic and Community Development. Best Value Scrutiny Corporate Communications	Community Strategy	1
		Funding Policies	1
		Best Value Performance Plan	1
		Best Value Review Guidance	1
		Scrutiny Policy	1
		Accessibility Standards	1
		Targeting Ethnic Media	1
People & Property:	Strategy Equal Opportunities Employee Relations Recruitment & Information Training & Development	People Strategy	1
		Putting People First	1
		Disciplinary Policy	1
		Grievance Procedure	1
		Harassment At Work Policy	1
		Recruitment Policy - Getting It Right	1
		Workforce Monitoring Process	1
		Management Development Strategy	1
Performance Management Policy	1		
County Secretary:	Coroners Registration Crime Reduction And Drug Action	Hertfordshire Coroner Service Charter	1
		Register Office Charters	1
		Racist Incidence Reporting	1

Department	Function	Policy	Ratings
Corporate Finance:	County Supplies And Contract Services	Best Practice In Procurement	1
		Contract Regulations	1
	Shire Catering	House Rules	1
		Provide Catering For Schools: Local Agreements In Individual Establishments	1
		Provide Meals On Wheels: Local Agreements In Individual Establishments	1
Fire & Rescue:			
Personnel	Recruitment Employee Relations	Service Order On Retained Recruitment	1
		Service Order On Leave	1
		Service Order On Harassment At Work	1
Operations		Press & Media Relations Guidelines	1
Community Fire & Safety		Community Fire Safety Regulations Manual	1
		Language Line Procedure	1
Children's Schools & Family:			
Directorate	Human Resources Complaints	Departmental And Schools Personnel Service	1
		Listening To Complaints Procedure (Including Support For Schools)	1
		Managing Appeals (School Transfer And Exclusions)	1
Development Division	Quality Management	Unit Planning Toolkit	1
		Lead In CSF On Equalities	1
	Youth Service	To Make Targeted Provision For Young People Which Tackles Disadvantage And Promotes Achievement	1

Department	Function	Policy	Ratings
	Young People And Transition	Complementary & Supplementary Schools	1
		Voluntary Sector Strategy	1
		Preventive Strategies	1
		Out Of School Hours Learning	1
	Family Placement Service	Adoption & Fostering Service	1
	Education Access	Secondary Transfer	1
		Pupil Exclusions Strategies	1
	School Development	Raising School Standards Of Management Teaching & Learning.	1
		Supporting Quality In The Work Of Governing Bodies.	1
	Teaching And Learning	Supporting Curriculum & Assessment Quality In Schools	1
	Mecss	Policy & Support For Dealing With Racial Harassment In Schools.	1
		Support For Raising Achievement Of Ethnic Minority Pupils (Including Travellers).	1
		Support For School Policies And Practice On Diversity & Race Issues.	1
	Curriculum Resources, Finance & Business I.T.	Recruitment And Retention Of Teachers.	1
Local Services Division:	Student Services	To Manage Local Admissions & Transport.	1

Department	Function	Policy	Ratings
	Review And Care Plan/Service Involvement And Consultation	Guide To Assessment And Care Management Care Programme Approach Access To Records Advocacy Consultation Strategy Having Your Say Questionnaire	1 1 1 1 1

Year 2 Priorities

Department	Function	Policy	Ratings
Corporate Services:			
Chief Executives	Money Advice Unit Economic And Community Development	Compact	2
		Consultation Strategy	2
		Economic Development Strategy	2
People & Property	Employee Relations	Employee Handbook	2
		Employment Policy	2
		Leave Policy	2
	Equal Opportunities	Redundancy Policy	2
		Ability Not Disability Policy	2
		Making Services Accessible Policy	2
	Training & Development	Exit Interviews	2
		Development Charter	2
		Recruitment & Selection Training	2
		Training Guidelines	2
		Investors In People	2
County Secretary	Coroners	Equalities Action Plan	2
Corporate Finance:	County Supplies And Contract Services	CSCS Equal Opportunities Policy	2
		Business Plan	2
		Putting People First	2
		Development Strategy	2

Department	Function	Policy	Ratings
Environment:			
	Communications	Communications Strategy	2
Fire & Rescue:			
Personnel	Recruitment Training & Development	Service Order On Cadet Scheme/Youth Policy	2
		Service Order On Temporary Promotions	2
		Service Order On Staff Performance And Management Development Scheme	2
		Service Order On Retained Promotion Exams	2
		Service Order On Whole Time Fire-Fighters Probationary Procedure	2
Operations		Operational Procedures Manual	2
Community Information:			
Libraries		Enquiry Desk Manual	2
		Total Collection Management	2
		SLS Business Plan	2
Trading Standards		TS Business Plan Professional Standards Policy	2
ICT And Gateway Services		CSC Contract	2

Department	Function	Policy	Ratings
Children Schools & Family:			
	Communications	Managing Communications To Internal And External Audiences	2
	Human Resources	Performance Management And Development	2
	Youth Offending Teams	Departmental Learning And Development	2
	Youth Offending Teams	Prevention Of Offending By Children & Young People	2
	Conciliation And Appeals	Parent Partnership Service (SEN)	2
Development Division	Special Projects	Diversity Pathfinder	2
	Quality Management	QM Framework	2
		Communication And Participation Framework	2
		Children & Young People Participation	2
	Service Planning	Leading On CSF Plan	2
	Young People And Transition	Adult & Community Learning	2
		Family Learning	2
		Young Carers	2
		Disability Strategy	2
	Early Years And Intervention	Early Years Development And Childcare Strategic Plan (And Partnerships) 2001 - 2002	2
		Herts Quality Standards	2

Department	Function	Policy	Ratings
Operations Division	Child Protection	Child Protection Procedure - Working Together	2
	Assessment And Review Team	SEN Assessment Procedures And Tribunals	2
	Education Access	Primary Admissions (Including Nursery)	2
Planning Division	Property	School And Service Property Strategy	2
	Schools Places	Managing And Planning Of Provision For Education & Care.	2
	Needs Analysis, Commissioning & Outsourcing	Managing, Planning & Commissioning Of External Provision.	2
School Standards Curriculum Division	Teaching And Learning	Ensuring High Quality Provision And Training In The Early Years.	2
	Curriculum Resources, Finance & Business I.T	Raising School Standards Of Teaching & Learning Through Advice, Consultancy & A Training Programme. Training, Conferences And Professional Development.	2
Local Services Division	Referral And Assessment Teams	Under The Unified Casework Framework Make Assessments And Referrals	2
	Long-Term Casework	Make Provision For Children And Young People In Need	2
	Sen Assessment And Review	Assess Pupils And Support Schools To Make Provision For SEN	2
	Education Welfare	Support Attendance At Schools And Pupils Out Of School	2

Department	Function	Policy	Ratings
	Educational Psychology	Assess Pupils For SEN, Support Schools In Making Provision For SEN Pupils.	2
	Youth Team	Make Local Youth Provision Including YPU And YCP.	2
	Children With Disabilities	Support Families With CWD	2
	Family Support Centres	Supporting Families In Need.	2
	Community Team	Support And Develop Community Provision E.G Childminders, Pre School Playgroups.	2
Resources Division	Management Information	Providing Quality MI to support decision making across CSF.	2
Adult Care Services:			
		Adult Care Services Strategy	2
		Quip	2
		Complaints And Compliments	2
		JIPS	2
		National Service Framework	2
		Carers Strategy	2
		Better Care Higher Standards Charter	2
		Adults At Risk Procedure	2

Year 3 Priorities

Department	Function	Policy	Ratings
Corporate Services:			
People & Property	Employee Relations	Code Of Conduct (Whistle Blowing Procedure) Policy	3
		Flexible Working Policy - LifeWISE	3
		Illness Policy	3
		Protocol For Handling Organisational Change Policy	3
		Relocation Policy	3
		Redeployment Policy	3
		Staff Secondment Scheme Policy	3
	Employee Resources	Hay Evaluation Procedure	3
Herts Property:		Corporate Asset Management Plans	3
		Property Guidance Manual	3
Safety, Emergency And Risk Management:	Emergency Planning	Emergency Planning Policies	3
	Risk Management	Risk Management Policy	3
	Health And Safety	Health & Safety Policy	3
County Secretary	Coroners	Coroner Service Plan	3
	Registration	Registration Service Pan	3
	Land Charges	Local Land Charges Service Plan	3

Department	Function	Policy	Ratings
Environment:			
	Strategy Group	Structure Plan	3
		Planning System (PPG Etc)	3
		Herts Environmental Strategy	3
		Local Transport Plan	3
	Transport Management Group	Local Transport Plan	3
		LTP And Road Safety Plan	3
		Local Transport Plan	3
		LTP And Bus Strategy	3
	Environmental Management	Access Strategy	3
	Environmental Policy	Rural Estate Master Plan	3
Fire & Rescue:			
Personnel	Training & Development	Service Order On NVQ's	3
Community Information:			
	Archives And Local Studies	New National Standards To Be Adopted	3
	Trading Standards	Advice Line Policies And Procedures	3
	ICT And Gateway Services	Polices For Use Of ICT By Staff	3
		Information Services Strategy	3
		Implementing Electronic Government	3
		HCC Privacy Policy	3

Department	Function	Policy	Ratings
Children Schools & Family:			
Directorate	Human Resources	Departmental Office Services	3
	Quality Management	Procedures For Internal & External Publications	3
	Service Planning	Manage Political Process Re Policy	3
	Herts Connect	Contribute To The Development Of Call Centre & Website	3
	Early Years And Intervention	Lead On Multi Agency Partnerships Hertfordshire Early Years Training Directory	3 3
Operations Division	Child Protection	ACPC Procedures (Inter Agency)	3
	Looked After Children	Managing HCC Residential Child Care	3
	Residential Care	Managing HCC Out County Placements	3
		Good Guide To Childcare Practice	3
	Education Support	Support To Children In Public Care And Care Leavers	3
		Manage Client Call Centre	3
Planning Division	Education Access	Home To School Transport	
	Student Support	Awards And Benefits	3
	Property	Health & Safety	3
	School Development	LEA Code Of Practice	3
		Improving The Quality Of SEN Provision.	3
Herts Music Service		Comprehensive Music Education Programme To Schools & Communities.	3
		Co-ordinates Arts Strategy For HCC.	3
		Manage Hertfordshire Outdoors Environmental Centres	3
Local Services Division	Curriculum Resources, Finance & Business I.T.		
	Home And Hospital Education	Support The Education Of Pupils Who Are At Home Or In Hospital Due To Illness	3

Department	Function	Policy	Ratings
Resources Division	Central Finance	Provide Financial Advice To The Department & Elected Members.	3
		Support Schools With Effective ICT.	3
		Development Of The Oracle System To Support Casework In CSF.	3
		Best Value Guidance For Schools	3
	School Funding	Distribute Funding, Operate Financial Arrangements And Provide Financial Support Services To Schools.	3
	Schools IT Systems Support	Facilitate Data Flow Between Schools, The LEA, And The DfES. Technical Support, Advice & Training For MIS In Schools.	3 3
Adult Care Services:			
	Provision Of Information	Corporate And Departmental Information Strategy	3
		Doing It Right- A Guide To Making Information Accessible To All	3
		Translation And Interpretation Guidelines And Policy	3
	Emergency Services	Emergency Duty Team Protocol	3