



Putting People First Addendum

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

Hertfordshire County Council be reviewing this document annually and the priorities may change.

31st May 2003

PUTTING PEOPLE FIRST
MAKING RACE EQUALITY A REALITY

May 2003

CONTENTS	PAGE
Foreword	3
Introduction	4
Background to Hertfordshire	4
The County Council and its commitment to race equality	4
Working in Partnership with the Community of Hertfordshire	6
The County Council's structure and process for dealing with race equality	6
How we will identify the Functions and Policies Relevant to the General Duty	7
Strategic Management Board priorities	8
Arrangements for monitoring any adverse impact of policies	9
Arrangements for consultation	9
Arrangements to ensure access to information and services	11
Arrangements for training staff	11
Employment Issues	12
How we will deal with complaints	12
Arrangements for access to this document	13
Review of the Race Equality Scheme	14
Appendix One – Action plan and timetable for meeting the general duties and specific duties	15

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 placed a new general duty on the County Council to promote race equality in carrying out its functions. The Act also introduced specific duties and one of these is to publish a race equality scheme setting out how the Council will meet its new statutory obligations.

Hertfordshire County Council already has a good record in promoting equality to build on. The Council has an integrated equality strategy (Putting People First), equality trained staff and equality action plans for all our services. Additionally the Council achieved level 3 of the Commission for Racial Equality's Standard for Local Government and level 1 of the Equality Standard for Local Government, which replaced the CRE Standard in 2002.

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 we meet the obligations under the Race Relations (Amendment) Act.

A report on the progress of the Race Equality Scheme will be completed once a year as recommended by the Commission for Racial Equality, and a review of the entire Scheme will take place every 3 years.

The scheme is a 'living document', which 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.

Charlie Watson
Chief Executive

Introduction

The Race Relations (Amendment) Act 2000 was 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.

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

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. This Scheme forms an addendum to our Equality Strategy, Putting People First.

Background to Hertfordshire

Hertfordshire is a diverse County within the prosperous south east of England. In the 2001 census 6.3% of the total population of just over one million was from a minority ethnic group. This is an increase since the last Census in 1991, which showed that 4.0% of the population were from a minority ethnic background. The largest minority ethnic group is Indian, making up 1.6% of the total population.

Percentage of resident population in ethnic groups

District	White	Mixed	Asian or Asian British	Black or Black British	Chinese, or Other
Broxbourne	97.1	0.9	0.9	0.4	0.7
Dacorum	95.4	1.2	2.1	0.7	0.6
East Herts	97.1	0.9	0.9	0.4	0.7
Hertsmere	92.5	1.6	3.3	1.4	1.2
North Herts	93.2	1.4	3.5	1.3	0.5
St Albans	93.1	1.6	3.3	1.0	1.0
Stevenage	94.6	1.4	2.1	1.2	0.7
Three Rivers	92.4	1.3	4.7	1.0	0.7
Watford	86.0	2.1	8.2	2.7	1.1
Welwyn Hatfield	93.7	1.4	2.3	1.4	1.3
England	90.9	1.3	4.6	2.3	0.9

Source: ONS 2001

The County Council and its Commitment to Race Equality

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's aim 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.

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 authority wide 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.

Departments produce an annual Equality Action Plan, which details the specific areas that they will focus on, and the targets for equality issues for the forthcoming year.

These action plans, together with Service Plans, have identified a number of areas which have particular impact on minority ethnic communities, and these include:-

- % of pupils in schools who are from minority ethnic communities
- Achievement of minority ethnic groups in schools
- Unemployment rates for minority ethnic groups
- % of employees of the County Council from a minority ethnic background
- % of businesses owned by minority ethnic groups
- % of black and minority ethnic communities that use various County Council services
- Development and progression of minority ethnic staff within the County Council

The County Council has an agreed commitment in relation to achieving equality and the underlying principles in relation to this commitment are enshrined within Putting People First 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

Working in Partnership with the Community of Hertfordshire

The County Council's Economic and Community Development Unit is working to develop and strengthen Black and Minority Ethnic community groups in Hertfordshire, through Local Community Strategies and Local Strategic Partnerships.

These strategies exist to strengthen and develop local voluntary organisations and support them in securing funding. Among the many initiatives supported, in 2002 the North Herts Ethnic Minority Forum and the Ravidassia Community Centre were awarded lottery bids of £300,000 each. Additionally, a Bengali mother and toddler group and an ethnic elders lunch club were supported in securing funding.

These examples provide an indication of the progress made. This work will provide stronger links for future consultation and enable the County Council to monitor its progress in working towards race equality.

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

Member Processes

The County Council comprises 77 councillors who are elected every 4 years. The Council appoints a Cabinet each year, which includes the Leader and nine other Councillors. Cabinet has day to day responsibility for all County Council decisions in line with the overall policies and budget. Regular reports on progress in implementing the Race Equality Scheme will be presented to Members.

The Resources Scrutiny Committee is responsible for monitoring the Race Equality Scheme, and an annual review of progress will be reported to this committee and will also be published on the County Council's website- www.hertsdirect.org. Meetings of the Resources Scrutiny Committee are open to the public, except where confidential or personal matters are being discussed.

An Equality Panel, which reports directly to the Cabinet, is responsible for developing the Council's equality strategy and policy and proposes changes to the Cabinet wherever necessary. The panel meets quarterly and is responsible for ensuring that departmental equality action plans adequately reflect the progress needed to achieve equality.

Department Processes

The Council has a responsibility to deliver Best Value and there is a programme of reviews, which examine the way services are experienced by the service user, and ensure that services are provided in the most efficient and effective way. Every

review will consider the equality aspects of the service and assess whether there is any adverse impact for any minority groups.

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
- Fire and Rescue Services
- Community Information Services, including libraries.
- Corporate Services

The Chief Executive oversees the work of each service through the Strategic Management Board, and each Chief Officer is responsible for implementing the Race Equality Scheme in their service. The Corporate Director (People and Property), is the lead officer for equalities in employment. The lead officer for equalities in service delivery is the Assistant Chief Executive (Performance and Equalities). Two specialist posts also exist who are responsible for the project management of the Race Equality Scheme as it applies to employment and service delivery respectively.

Each service has an officer with lead responsibility for equalities who takes this work forward.

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.

How we will identify the Functions and Policies Relevant to the General Duty

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.

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.

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

Top priority - 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 priority – 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 – will be other functions/policies.

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.

Strategic Management Board Priorities

The Strategic Management Board has proposed three priorities for the County Council's race equality strategy, which will underpin future work on race equality:

- 1. Creating a more diverse workforce by:-**
 - Ensuring that the County Council's workforce reflects the diversity of the population at all levels within the authority.
 - Ensuring fairness and equality in our employment practice.
 - Taking positive action to redress any under representation of black and minority ethnic employees.
 - Improving race awareness amongst employees and Members.
 - Providing a work environment free from racial harassment.

- 2. Making services more responsive to community needs by:-**
 - Consulting and involving people who live and work in Hertfordshire to develop and improve services we deliver.
 - Ensuring that all sectors of the community are able to access our services fairly and equitably.
 - Ensuring that race equality is an integral part of service planning and service delivery.
 - Ensuring fair and adequate access to County Council services by black and minority ethnic communities by monitoring the use of services and identifying gaps in service provision.

- 3. Strengthening community relations by:-**
 - Creating greater accountability by public reporting on the County Council's progress on race equality.
 - Developing policies that strengthen community cohesion by being fair to all community groups and not disadvantaging one community group over another.
 - Promoting a culture of respect and understanding between different racial communities.

Arrangements for Monitoring any Adverse Impact of policies

The County Council recognises 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.

Every department is 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.

Departments will assess any new policies, services or functions for possible adverse impact.

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.

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.

Arrangements for Consultation

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 and to ensure that the views of local people inform service and policy development.

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

The County Council has developed a set of guidelines and standards for consultation exercises with black and minority ethnic groups, which were developed with local black and minority ethnic community groups. These standards include:

- Giving consideration to the timing of events and appropriateness of venues in order to maximise participation
- HCC should meet reasonable expenses connected with participation in consultation activity
- Consultation documents should be clear and free of jargon and offered in appropriate translations
- Consultation events should be held at venues attended by black and minority ethnic communities
- Skilled and qualified interpreters and translators and other support should be provided for consultation events
- The ethnic minority media and places such as mosques, temples and community centres should be used to publicise consultation events / activities
- The outcomes of consultation should be fed back to consultees.

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.

The County Council undertook a consultation exercise on the Race Equality Scheme through Herts Direct, via the web site and the newsletter delivered to all Hertfordshire households. A summary of the findings is available on the Herts Direct web site, and the findings have been incorporated into this revised scheme. The County Council has also consulted with organisations and bodies throughout the county, trade unions and employee groups, through a variety of formats.

Arrangements for Publishing Consultation and Monitoring Results

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.

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 Annual Equalities in Employment Report and in the County Council's newsletter Herts Direct.

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

Arrangements to ensure Access to Information and Services

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.

The County Council is committed to making information and services accessible to all sections of the community. There are a number of ways in which the public can access information about the Council. These include the Herts Direct newsletter, delivered to all households every quarter, the Herts Direct website which provides on-line access to information about the services and functions of the Council, the Call centre and numerous local Libraries.

In meeting its duties to make information accessible to minority groups, 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

Arrangements for Training Staff

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.

The County Council recognise that effective training will play a key role in the implementation of the scheme. It is therefore committed to developing an equality training strategy.

The Equality training strategy will incorporate:-

- Training 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 for Members and staff
- Workshops for managers and others to focus on how they implement the Act in practice, and the Act's relationship to other areas of equality
- Workshops and guidance on Impact Assessments for managers
- Guidance notes to enable individuals and staff in teams to assess the direct implications of the Act on their work.

We will also review the content of existing and new training programmes to integrate race equality issues, wherever appropriate, and offer training opportunities to relevant staff to address key issues or barriers arising from implementation.

Employment Issues

The Council is a large employer, with over 28,000 employees, and so must meet the employment requirements under the Race Relations (Amendment) Act 2000. These requirements are to monitor the profile of the workforce and to specifically monitor and take action where disproportionate data is identified in the following areas:

- Rates of job applications, selection success and success at different stages of shortlisting
- Rates of training applications, nominations and attendance
- Harassment, grievances and discrimination complaints
- Disciplinary proceedings and decisions made
- Leaving mechanisms and underlying reasons for leaving

We already carry out monitoring in most of these areas, but where we do not currently collect data we will look into setting up appropriate mechanisms in 2003/04.

We do not currently have data on the ethnicity of all our employees, because some employees chose not to complete the equalities monitoring form, and our existing systems do not capture equality data for all new starters. However, we will be introducing a new Human Resources system during 2004 that will improve the efficiency of our data collection and reporting mechanisms.

We use the percentage of employees whose ethnicity is known as one of our Best Value Performance Indicators. In March 2002 the figure was 3.71% and in March 2003 it had risen to 4.2%. Our target is to have a workforce representative of the population of Hertfordshire. We are developing a positive action programme to cover all areas of equalities, and will take action to redress imbalances.

How Hertfordshire County Council will Deal with Complaints

We welcome comments, complaints and compliments about the Council's services and functions, as they provide valuable feedback on our performance. In relation to the Race Equality Scheme, we have a duty to detail how any complaints about this scheme will be handled.

Our Complaints Policy, which outlines the procedure for dealing with complaints, is available from the Council on ☎ 01992 – 555555, or e-mail hertsdirect@hertscc.gov.uk, or text phone 01438 737599.

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.

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

Arrangements for Access to this Document

This Race Equalities Scheme is available on Hertfordshire County Council's website www.hertsdirect.org.uk, and is available from local libraries. The Scheme is available on request in Arabic, Bengali, Chinese, Greek, Gujerati, Hindi, Italian, Punjabi, Urdu, and Turkish.

Audio and large print versions are also available.

For more details contact Kay Robertson or Sandra Allan:

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Review of the Race Equality Scheme

The Race Equality Scheme will be reviewed on an annual basis. Each department presents an annual report to the Equality Panel, to detail progress on the actions detailed in the Race Equality Scheme, related to their service delivery areas. The priorities and functions identified as relevant are reviewed, and any amendments and revisions will be made available to the public through the HertsDirect quarterly newsletter and the Herts Direct website, which can be accessed through public libraries.

Further information is available from Kay Robertson or Sandra Allan, using the contact details above.

Hertfordshire County Council's Race Equality Scheme

Action Plan – Race Relations (Amendment) Act 2000

The Council has assessed all its functions, services and policies in terms of their relevance to race equality for service users, employees, and the community. Relevant functions, services and policies have been assessed against the main priorities that the Council has set:

- Creating a more diverse workforce
- Making services more responsive to community needs
- Strengthening community relations

There are a lot of functions, services and policies within the County Council which have a relevance to race equality. The table below lists all the relevant functions, services and policies and rates them according to their relevance, either High, Medium or Low. Where it is known when the function, service or policy will be reviewed the date is included. Due to the nature of the services provided, not all departments will have functions relevant to all three priorities.

	Function/Service/Policy	Relevance rating
DEPARTMENT - COMMUNITY INFORMATION		
Priority: Making services more responsive to community needs		
Libraries	Stock of books and other materials	Medium Included in BV Review 2002. Ongoing review and consultations in 2003/04
	Availability of books and other materials in community languages	Medium 2003/04 ongoing reviews and consultations
	Customer Care Standards and CI Complaints procedures	Medium 2003/04

	Public access to the Internet and other ICT services through libraries	Medium 2003/04 Reviews and pilots taking place
	Service to primary schools to support learning (Schools Library Service)	Medium 2003/04 Reviews of material ongoing
	Access to information including reference material, leaflets etc	Medium Review in 2003/04
	Language Line interpreting service	Contract set up 2002 Review of promotion and usage 2003/04
Archives and Local Studies	Preservation and provision of archives and local studies materials for the study of Hertfordshire	Low Review in 2004/05
Trading Standards	Regulation of the market place, including standards, illegal selling etc	Medium Review in 2003/04
	Provision of advice and information for consumers and businesses	Low Review in 2003/04
ICT and Gateway services	Customer Services Centre contract	Medium 2003/04 Contract renewal 2004/05
	Provision of HCC services using ICT to public	Low 2004/05
	Implementing electronic government	Low 2004/05
	Herts Direct website	Medium 2003/04 Ongoing review of accessibility for all minority groups

DEPARTMENT – CHILDREN SCHOOLS AND FAMILIES SERVICE

Priority: Creating a more diverse workforce

Human resources	Departmental and Schools Personnel Service	High - Already reviewed (2003)
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Priority: Making services more responsive to community needs

Conciliation and Appeals	Managing appeals (schools transfer and exclusions)	High – Already reviewed (2003)
	Complaints procedure	Medium - 2003/04
	Parent partnership service	Low - 2004/05
Communications	Communicating with internal and external audiences	Medium - 2003/04
Human resources	Staff learning and development	Medium - 2003/04
	Staff performance management	Low - 2004/05
	CSF office procedures	Low - 2005/06
Youth Offending Teams	Prevention of offending by children and young people	Low - 2004/05
Service Quality	Equalities planning (This also covers the three HCC Race Equalities priority areas)	High - Already reviewed (2003)
	Unit planning processes	Medium 2003/04
	CSF quality strategy and systems	Low - 2004/05
	Publishing staff procedures and leaflets about CSF services	Low - 2004/05
	CSF planning processes	Low - 2004/05
	Managing political processes	Low - 2004/05
	Development of CSF call centre and website	Low - 2004/05
Youth service	Targeted provision for young people	High - Already reviewed (2003)
Young People and Transition	Voluntary Sector Strategy	High - Already reviewed (2003)
	Family Learning	Medium 2003/04

	Young Carers strategy	Medium 2003/04
	Complementary and Supplementary Schools	Medium 2003/04
	Preventative Strategies	Medium 2003/04
	Out of school hours learning	Medium 2003/04
Early Years and Intervention	Early Years Development and Childcare Strategic Plan	Medium 2003/04
	Herts Quality Standards(for early years service provision)	Medium 2003/04
	Multi - agency partnerships	Low - 2004/05
	Hertfordshire early years training directory	Low - 2004/05
Child Protection	Child Protection (including Inter - agency child protection procedures)	Low - 2004/05
Looked after Children	Adoption and Fostering service (including family assessment unit)	High - Already reviewed (2003)
	Residential child care service	Low - 2004/05
	Managing out - county placements	Low - 2004/05
	Review of 'Good Guide To Child Care Practice'	Procedure reviewed 2003
	Education support to Looked after Children and Care Leavers	Low - 2004/05
Assessment and Review Team	SEN assessment procedures and tribunals	Medium 2003/04
Education Access	Primary admissions, secondary transfer and pupil exclusions strategy	High - Joint Review held 2003
	Home to school transport	Low - 2004/05
Student Support	Awards and benefits	Low - 2004/05
Planning – Property	Health and safety policies	Low - 2004/05
	School and service property strategy	Low - 2004/05

Planning – Schools Places	Managing and planning the provision of education	Medium 2003/04
Planning – Commissioning	Managing, Planning and Commissioning services from external providers	Medium 2003/04
School Development	Raising standards in schools of management, teaching and learning	High - Already reviewed (2003)
	Ensuring high quality early years training and provision	Medium 2003/04
	Support of governing bodies	Medium 2003/04
	Improving Quality of SEN provision	Low - 2004/05
Teaching and Learning	Advice, consultancy and training programme	Medium 2003/04
	Supporting curriculum and assessment quality in schools	Medium 2003/04
MECSS	Policy and Support for dealing with racial harassment in schools	High - Already reviewed (2003)
	Support for raising achievement of ethnic minority pupils (including travellers)	High - Already reviewed (2003)
	Support for School policies and practice on diversity and race issues	Medium 2003/04
Herts Music Service	Music Education programme to Schools and communities	Low - 2004/05
	Co-ordinated Arts Strategy for HCC	Low - 2004/05
Curriculum Resources, Finance and Business IT	Recruitment and Retention of Teachers	High - Already reviewed (2003)
	Training, Conferences and professional development of staff	Medium 2003/04
	HCC outdoors environmental centres	Low - 2004/05
Local Services – Quadrants	Local youth provision,(including youth programmes and Young citizens project)	High - Already reviewed (2003)
	Referrals and assessments of need	Medium - 2003/04

	Provision for Children and Young people in need	Medium – 2003/04
	Supporting families in need	Medium – 2003/04
	Support of families with children with disabilities	Medium – 2003/04
	Support and develop community provision (childminders, school play groups)	Medium – 2003/04
	Assess pupils and support schools making provision for pupils with Special education needs	Medium – 2003/04
	Support attendance at school and pupils out of school	Medium – 2003/04
	Support of pupils who are at home or in hospital due to illness	Low – 2004/05
Central Finance	Provision of Financial advice to department and elected members	Low – 2005 – 06
Management Information	Providing management information to support decision making across CSF	Medium – 2003/04
	Support schools with effective ICT	Low – 2005 – 06
	Best Value Guidance for Schools	Low – 2005 – 06
Schools Funding	Financial support to Schools	Low – 2005 – 06
Schools IT Systems Support	Technical support, advice and training for management Information systems in Schools	Low – 2005 – 06
	Facilitate data flow between schools, the Local Education Authority and Department for Education and Skills	Low – 2005 – 06

ADULT CARE SERVICES		
Priority: Making services more responsive to community needs		
Access to Services and Initial Contact	Customer Service Centre Protocol Client Service Protocol Guidelines to assessment and care management Eligibility Criteria Policy Procedure In Continuing Health Care	High 2003/04 High 2003/04 High 2003/04, incorporated into Free Access to Care initiative High 2003/04: FAC work High 2003
Assessment	Guide to carers Assessment Policy & procedures for assessment and support to asylum seekers. Guidance for assessments for private tenants	High Reviewed 2002/03, training revised High Ongoing 2003/04 High 2003/04 (part of supported housing initiative)
Care Planning And Arranging Services	Guide to assessment and care management (Section 7) Commissioning Strategy	High Review of policies 2003/04. Linked to FAC & Practice Development Practice (PDP) High Review 2003/04, link to PDP
	Monitoring of services and contracts Arranging and purchasing residential and nursing home care	High Review annually Focus on equality 2003/04 High 2003/04

	Guidance on joint funding of nursing home placements Community access procedure	High Review annually 2003/04 High Review 2003/04, linked to care planning process
Service Delivery And Monitoring	Contracts monitoring Of services purchased from independent providers	High Review quality annually 2003 Focus on BME carers
	Domestic and catering standard checklist	High Ongoing review, incl dietary requirements
	Moving and handling protocols	Low 2004/05
	Health and safety policy and guidance	Low 2004/05
	Having your Say Questionnaire (User Survey)	Medium Reviewed 2002
Review And Care Plan/Service	Care programme approach	High Reviewed 2002/03
Involvement And Consultation	Access to records	Medium Review 2004/05
	Advocacy	Medium Reviewed 2002/03
	Consultation Strategy	High Review 2003/04
Overall Departmental Frameworks	Adult Care Services Strategy	Medium Review 2004/05 (3 Year strategy)
	Quality Improvement Programme	Medium Reviewed annually
	Complaints And Compliments	Medium 2004/05
	Joint Improvement Services	High Cycle of reviews
	Implementation Plans – National Service Framework	Medium 2003/04
	Carers Strategy	Medium
	Better care Higher Standards Charter	Medium Based on Govt guidelines – reviewed as required
	Adults at Risk Procedure	Medium New procedure launch 2003

Provision Of Information	Corporate and Departmental Information Strategy Translation and Interpretation Guidelines and Policy Producing Information Guide	Low 2004/05 High BV Review 2002. Review 2003/04 High Reviewed 2002/03
Emergency Services	Emergency Duty Team Protocol	Medium Review quality annually 2003/04
DEPARTMENT - FIRE AND RESCUE		
Priority: Creating a more diverse workforce	Recruitment – full time and part time	High 2003/04
	Holiday and other Leave	Low 2004/05
	Harassment at Work	High 2004/05
Priority: Making services more responsive to community needs	Fire Safety – for the community and for businesses	High 2003/04
Priority: Strengthening community relations	Press and media relations	High 2004/05
DEPARTMENT - CORPORATE SERVICES		
Priority: Creating a more diverse workforce	Best Value Performance Plan and BV Review Guidance	High Plan reviewed annually
People and Property	People Strategy	High 3 Year Plan Review 2004/05
	Disciplinary Policy	High Review 2003/04
	Grievance Procedure	High Reviewed 2002
	Harassment at Work Policy, including Volunteer Supporters	High Review 2003/04

	Recruitment Policy – Getting it Right	High Review 2003/04
	Management Development Strategy	High Review 2003/04
	Performance Management Policy	Medium
	Employee Handbook	Low Reviewed 2002/03
	Employment Policy	Low Review 2003/04
	Leave Policy	Low – Reviewed 2002
	Redundancy Policy	Low
	Exit Interviews	Medium
	Development Charter	Medium – Reviewed 2002
	Recruitment and Selection Training	High – Review 2003/04
	Investors in People	Medium Reassessment May 2004
	Putting People First	High –Review 2003/04
	Flexible working policy	Low – Produced 2003
Priority: Making services more responsive to community needs		
Chief Executives	Community Strategy	High 2003/04
	Best Value Performance Plan and BV Review Guidance	High Review 2003/04.
	Scrutiny Policy	High
	Accessibility Standards	High Reviewed annually Launched Dec 2002
	Targeting Ethnic Media	High Reviewed annually 2003/04
County Secretary	Coroner Service Charter	Medium Reviewed annually, April 2003
	Register Office Charter	Medium Review Sept 2004

County Supplies & Contract Services	Best Practice in Procurement	Medium Review 2003/04, to include CRE guidance
	Contract Regulations	Medium Review 2003/04
	Catering for Schools	Medium Reviewed annually in response to users
	Meals on Wheels	Medium Reviewed annually in response to users
	Corporate Asset Management Plans	Medium – 2003/04. Reviewed annually for DfES
	Property Guidance Manual	Medium 2004/05 Reviewed on ad-hoc basis.
	Emergency Planning Procedures	Medium. Ongoing reviews of different procedures. Reception Centre Guidance review 2003/04
DEPARTMENT – ENVIRONMENT		
Priority: Making services more responsive to community needs		
	Local Transport Plan	High – Review 2003/04, part of planned review process
	Waste Local Plan	Medium – Review 2003/04, part of planned review process
	Community Strategy	High – Review 2003/04