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Foreword

England's Northwest is a diverse region, home to a vibrant multicultural society. The wealth of cultural diversity that exists in the region is a great strength, making the region richer, and the lives of our people more varied.

Black and Minority Ethnic (BME) communities make a vital contribution to the economic, social and cultural development of the region. BME communities are an integral part of what makes the Northwest a fantastic place to live and work, and the Northwest Regional Development Agency (NWDA) is working hard to maximise the contribution of the region's diverse and talented population.

Securing social and economic inclusion is a critical element of economic regeneration and a key priority for the NWDA. We are working hard to promote equality and diversity and remove the barriers that exclude individuals from economic participation. It is vital that we tackle discrimination and promote equal opportunities in order to create an environment that allows all communities to fulfil their potential.

This Race Equality Scheme is an important document for the NWDA and the Northwest. It outlines the Agency's strategy to ensure that all of our projects and programmes have a positive impact upon race equality, and highlights the measures the Agency is undertaking to ensure that our workforce is fully representative of the region's diversity.

It also highlights the strong business case for securing the economic inclusion of BME communities. With one of the largest populations of BME communities in the UK outside of London, BME individuals have the potential to make a huge impact upon the regional economy. Equality is not a minority concern, it should concern everyone who wants to see a prosperous and just region.

This Race Equality Scheme demonstrates the NWDA's commitment to ensuring that equality and diversity is actively encouraged and promoted throughout the region and we welcome your comments on this draft, so that we can ensure that it addresses your key issues and concerns. The Agency will continue to work and consult with our partners to tackle the root causes of economic and social exclusion and deliver a fair and economically inclusive region.



Steven Broomhead
Chief Executive
Northwest Regional Development Agency

The Race Equality Scheme

The NWDA is pleased to publish this Race Equality Scheme detailing our priorities over next three years. The Agency recognises that the diversity of the Northwest is one of our many assets, and tackling social and economic exclusion is a key area of work highlighted within the Regeneration theme of the Regional Economic Strategy. This Scheme sets out a strategy to ensure that all projects and programmes have a positive impact on race equality, promote good race relations and ensure equal opportunities for all, regardless of race or ethnicity.

If you would like any further information, or would like to receive the document in an alternative format please contact a member of the social inclusion team.

Vicki Austin 01925 400239 vicki.austin@nwda.co.uk
Akhtar Zaman 01925 400265 akhtar.zaman@nwda.co.uk

Executive Summary

What is the NWDA's Race Equality Scheme?

The Race Equality Scheme addresses the Northwest Regional Development Agency's (NWDA) general duty under the Race Relations Act to promote race equality. The Act requires all public bodies to show how they will eradicate unlawful discrimination, promote equality of opportunity, and encourage good race relations. This Scheme includes a review and update of the NWDA's 2002 Race Equality Action Plan, and sets out Agency's race equality activity for the next three years, in line with the Regional Economic Strategy (RES) and Corporate Plan. The Scheme also reviews the Agency's internal processes and its strategic influence role.

Why is the NWDA producing it?

Like most public sector organisations, the NWDA has a statutory obligation to review and update its existing Race Equality Scheme by 31st May 2005. Section 27 of the Regional Development Agencies (RDAs) Act, also charges RDAs to work towards achieving equality and organisations such as the Commission for Racial Equality are required to investigate public sector organisations' progress in meeting race equality objectives.

There is also a strong business case for developing effective mechanisms to ensure economic inclusion for black and minority ethnic (BME) communities in the Northwest. The Northwest has one of the largest populations of BME communities outside London (approximately 8% of the national BME population). BME communities make up as much as 40% of the region's poorest wards, and suffer higher unemployment and lower economic activity rates (although the latter varies across the region and across ethnic groups). The economic imperative of developing activity that encourages excluded sections of the region's adult population into the workforce has a clear and positive business impact on the region's economy.

The disturbances in Burnley and Oldham in 2002 also highlight the need for the NWDA to take a regional strategic lead in addressing issues of social and economic inclusion. This is highlighted within the current RES and Corporate Plan.

What is the NWDA going to do around Race Equality?

The Scheme lays out the NWDA's proposed activity under the following key headings, each with associated time limited activities:

- a) Assessing the impact of functions, policies and strategies regarding the promotion of racial equality
- b) Monitoring and reviewing projects, programmes and policies for adverse impact on racial equality
- c) Consulting with stakeholders (including BME groups) on proposed policies and key projects
- d) Ensuring public access to information
- e) Publishing the results of assessments, consultations and monitoring
- f) Providing training for staff to promote race equality
- g) Monitoring and reviewing employment activities
- h) Additional activities to meet the General Duty.

How will the NWDA deliver this Scheme?

The Agency will ensure that the Race Equality Scheme is effectively delivered by utilising an inclusive, cross-Agency approach, and an agreed implementation structure. This will include regular reports to the Board and the Social Inclusion Sub Committee, a lead Executive Director, and a Cross-Directorate Working Group. Race Equality champions will be identified across the Agency, and will be supported and facilitated by the Health and Social Inclusion Team. The Scheme's performance, along with wider economic inclusion objectives, will be published and tracked annually through an Inclusion Report.

When will activity be reviewed?

Progress towards the action plan will be reviewed regularly by the Social Inclusion Sub Committee, and reported annually to the NWDA Board. The whole Scheme will be reviewed in the first quarter of 2008.

1. Introduction

1.1 The NWDA Equality Vision

The NWDA has a key role to play in the economic growth of England's Northwest. A central theme within the Agency's Corporate Plan is to secure this growth through economic and social inclusion - ensuring that some of the most disadvantaged communities and neighbourhoods are able to compete fairly for economic and employment opportunities. The Race Equality Scheme has been drafted according to the NWDA's key role as a strategic economic leader, regional facilitator, investor and employer. The Agency's vision will be implemented through our key strategic and corporate documents.

The NWDA's vision for equality is focused on three key areas:

- i. Working with partners across the region to tackle the root causes of **economic exclusion**, recognising the inextricable link with the wider determinants of health and social inequity. Through positive action programmes and other measures, the NWDA will continue to **encourage the public and private sector to employ people from disadvantaged communities** and groups;
- ii. **Strengthening enterprise culture and promoting an inclusive economy within the region.** In particular the NWDA recognises that there is a need to enable social enterprises to become better businesses and ensure that their value is fully recognised and understood;
- iii. Encouraging joint working between the public, private and voluntary sectors to ensure those communities most at risk from social and economic exclusion able to become **economically active**. In particular, attention will be **focused on BME communities**, older communities and people recovering from mental ill-health who want to enter the workforce.

The NWDA aims to ensure that everyone is able to fully participate and has a stake in a thriving economy – a fair, tolerant and inclusive Northwest. Turning this vision into reality will require that the Agency responds effectively to a diverse customer base and workforce by mainstreaming equality and inclusion into all strategies and delivery mechanisms.

The NWDA aspires to become an equality champion, leading the economic inclusion agenda in the Northwest. The Agency is committed to:

- Promoting equality and diversity as an economic asset;
- Challenging and eradicating discrimination in all its forms;
- Providing responsive and accessible services and programmes for the sustainable and inclusive economic growth of the Northwest;
- Ensuring our workforce reflects the diverse population of the Northwest.

2. What is a Race Equality Scheme?

2.1 The Legislation

The Stephen Lawrence inquiry set up by the Home Secretary in 1997, led to key changes in the understanding of good race relations in Britain. The Inquiry Report recommended the strengthening of the Race Relations Act 1976, and this was achieved with the Race Relations (Amendment) Act 2000 which came into force in April 2001. The amended Race Relations Act gives most public authorities a general duty to promote race equality. Under the general duty, the NWDA will have 'due regard to the need to':

- Eliminate unlawful racial discrimination;
- Promote equality of opportunity;
- Promote good relations between persons of different racial groups.

These three aspects complement each other, but need to be considered separately in order that each is met and the overall aim of promoting race equality is achieved. The NWDA will strive to achieve this through impact assessment, consultation, accountability and communication of the reasons for targeted investment and positive action. The general duty is supported by a series of specific duties under statute. The NWDA understands that specific duties are not ends in themselves but provide the steps, methods or arrangements that listed public authorities should follow to help them meet the general duty.

The Race Equality Scheme states the arrangements the NWDA intends to put in place to meet each part of the specific duties to eliminate unlawful discrimination, promote good race relations, and ensure equality of opportunity. These arrangements cover the following activities:

Figure 1: Specific duties of the NWDA

- a) Assess impact of functions, policies and strategies on the promotion of racial equality;
- b) Monitor and review functions, programmes policies for adverse impact on race equality;
- c) Consultation with Stakeholders on proposed policies and services;
- d) Ensure public access to information;
- e) Publish the results of assessments, consultations and monitoring;
- f) Provide training for staff to promote race equality;
- g) Monitor and review employment activities.

How we intend to meet our general and specific duties in turn is presented in Section 7 and Section 8 in the Action Plan.

2.2 What the scheme covers

The Race Equality Scheme covers both:

- **Employees** – The NWDA is committed to making the Agency an organisation that values the diversity of its staff. Through valuing the contribution of everyone, and recognising and harnessing the benefits that diversity can bring, the Agency will enable everyone to realise their full potential;
and
- **Strategies, policies and delivery** – The NWDA is committed to ensuring that policies, regional strategies and the delivery of projects takes account of stakeholders' needs, and meet challenging goals with regard to race equality. The Race Equality Scheme encompasses a strategy and timetabled action plan, which sets out the approach to race equality within corporate aims. The NWDA recognises the need to be responsive to the region's needs, and makes a commitment in the Scheme to incorporate good practice across wider equality 'strands' wherever possible. We seek to move towards a position where, in 2008, we are ready to implement a full and wider equality scheme covering *race and ethnicity, gender, disability, sexual orientation and transgender, age, faith and belief.*

3. About the NWDA

3.1 The Northwest context

"Home to 6.8 million people, the Northwest is the largest region in the UK outside London and the South East. In 2003 it generated just over 10% of UK national income.

Although the population has fallen over recent decades, the trend may now be beginning to turn. Between 2000 and 2002 the Northwest attracted almost 12,000 additional residents from inter regional and international migration. However, the proportion of working age adults in the population remains relatively low, with the age profile of the region showing a higher number of younger and older groups.

Northwest GVA per head grew to just above 90% of the UK average in 2003. However economic activity in the region is dampened by the relative scarcity of working age adults and by low rates of participation. If these differences were removed, the region would have one of the highest levels of labour productivity outside London and the South East. Northwest GVA would need to increase by around £1,600 per head to reach the UK average, adding £11.1 billion, a gain of 11%.

The region's output grew by 75.4% between 1991 and 2003, which was just over 1% a year lower on average than growth in the UK over the same period. However, towards the end of this period, the performance of the Northwest economy improved and in 2003, the Northwest economy grew 0.8% faster than the UK.

However, the existence of entrenched poverty, discrimination and disadvantage inhibits the region's potential growth and means that currently, not everyone shares in its success. This disadvantage is felt disproportionately by communities that face discrimination. Up to 25% of women pensioners are living in poverty, disabled people are much more likely to be out of work, and among some minority ethnic groups, 20% of the population are activity seeking work but are unemployed.

A study conducted in Summer 2004, part funded by the NWDA, found that removing barriers to work would benefit women, disabled people and BME communities, and through increasing economic activity rates for these groups to match the regional average, the Northwest economy would actually be functioning 25% more effectively.¹

Race and Ethnicity

A study of BME communities in the Northwest², part funded by the NWDA in 2004, found that 8% of the UK black and minority ethnic (BME) population live in the region. The 2001 Census identified 374,000 people of minority ethnic heritage - representing 5.6% of the population. This does not take account of the BME groups that might be hidden by the simplicity of Census data. The greatest majority (60%) live in Greater Manchester, with the majority of the remainder in Merseyside and Lancashire. BME groups are concentrated in areas of relatively high deprivation with high unemployment, poorer health and (particularly among some BME groups) a reliance on poor quality housing. Approximately 30% of BME people are resident in the 'Top 5' most deprived districts in the Northwest.

Refugee and Asylum Seekers and Gypsy-Travellers

The Race Equality Scheme recognises that the face of BME communities in the Northwest is constantly changing, with many emerging or marginalised communities and groups having specific needs such as Refugee and Asylum Seekers and Gypsy-Travellers. The existence of these communities in the region impacts in many ways on wider society and the agencies that are working with them. Particular issues for these groups include poor access to services, low awareness and recognition of their needs, racial harassment and hate crimes. It is also recognised that this pattern of

¹SQW 'Mapping the Economic Contribution of Equalities Communities in the North West', October 2004, www.nwra.gov.uk

²Hoshin Ltd 'BME Communities in the Northwest of England', August 2004, www.nwra.gov.uk

change will continue with new minority ethnic communities likely to settle in the Northwest in the future. The Race Equality Scheme aims to provide a framework which effectively responds to these trends and addresses the needs of future minority ethnic communities and individuals settling in the region.

Challenges for the Northwest:

- Rural areas provide fewer opportunities for BME people and can leave some BME communities increasingly isolated;
- Disparities in educational achievements, although some BME groups hold higher-level qualifications than white people;
- In some areas and amongst some communities, up to 20% of BME people are unemployed but want to work - an emerging issue is also the relatively high levels of youth unemployment;
- In 2003/4 there were more than 5,400 recorded religiously or racially motivated hate crimes in the Northwest;
- Ethnic minority groups have poorer health than white people. Some ethnic groups are disproportionately affected by specific illnesses, such as diabetes;
- Overall BME groups are not well represented in national and local government, or in senior management.

3.2 The NWDA

The Northwest Regional Development Agency (NWDA) is one of nine regional development agencies established by the government to develop the English regions. Responsible for the sustainable economic development and regeneration of England's Northwest, the NWDA has 5 key priorities: Business Development, Regeneration, Skills and Employment, Infrastructure, and Image.

The Agency covers the sub regions of:

- Cheshire and Warrington
- Cumbria
- Greater Manchester
- Lancashire
- Greater Merseyside

The NWDA's main role is to drive forward the economic regeneration of the region through encouraging the integration of funding regimes and the cohesive delivery of national, regional, and local expenditure programmes. The NWDA works closely with a range of partners from the public, private and voluntary sectors to deliver a number of agreed objectives set out in the Regional Economic Strategy (RES). Projects and schemes supported and funded by NWDA are largely delivered by partner organisations at sub-regional and local level. The Agency underpins this process with a growing range of innovative services, professional expertise and a proactive management based around a number of inter-linked, operational teams.

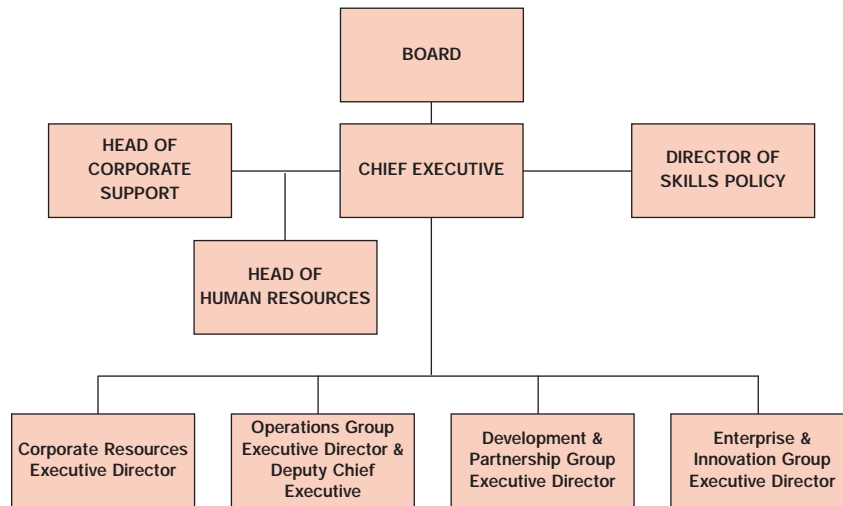
3.3 The NWDA's Strategic Objectives 2005/6-2007/8

In the last 2 years the Agency has undergone significant internal changes to re-focus its strategic priorities. These priorities are now reflected within the Corporate Plan, where economic inclusion of BME communities plays a significant part. Corporate priorities include a commitment to:

- Exhibit greater leadership on issues affecting the economy and further develop relationships with key agencies and organisations regionally and nationally;
- Develop less, but more focused activity, and in so doing move from responding to bidding to developing a commissioning approach, whilst acknowledging that smaller scale activity will continue to be very effective in certain circumstances;

- Develop greater levels of evaluation of the Agency's policies and programmes;
- Provide greater clarity to the Agency's leadership role in relation to sub regional partnerships;
- Respond positively to the new responsibilities arising out of the Spending Review (SR) 2004 relating to the delivery of Business Link services, the management of research and development grants and the promotion of enterprise in disadvantaged areas.

3.4 Organisational structure



3.5 Responsibilities of each Directorate

Directorate	Chief Executive's Department	Corporate Resources	Development and Partnerships	Enterprise and Innovation	Operations
Areas of work:	Responsible for the Agency's budget of £1.5 billion over the next 3 years, 400 staff, and an extensive remit encompassing the economic, social and regeneration of England's Northwest, in particular the delivery of the Regional Economic Strategy, which focuses its resources on five objectives: <ul style="list-style-type: none"> - Business Development - Regeneration - Skills and Employment - Infrastructure - Image Human Resources RDA Secretariat Skills Policy	Facilities Finance ICT Procurement Property	Health and Social Inclusion Partnerships and Development Rural Affairs RENEW Economic Regeneration Design and Built Environment	Business Finance Business Support Clusters Innovation and Enterprise Inward Investment Tourism Business Skills Northwest	Marketing Europe ICT Policy Policy and Performance (including Corporate Planning / Corporate Performance / Policy and Environmental and Sustainable Developments) Research Unit

4. Developing the NWDA's Race Equality Scheme

4.1 Establishment of a working group and consultation on this scheme

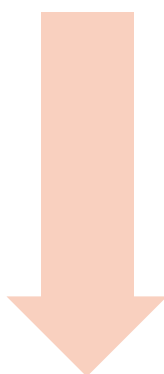
In preparation for the development of the new Race Equality Scheme, the Agency re-established a cross-directorate working group. This review process consisted of the identification of programmes, functions and policies that were relevant to the Agency's general duty, and the development of an action plan to ensure compliance with the requirements of the duty. Consultation took place with the key stakeholders, management team, and staff.

Cross directorate working group considers priorities and requirements of the Race Relations Amendment Act (RRAA) 2000

Consultation with NWDA management team and staff

Agreement of NWDA Board (May 2005)

Public Consultation on draft Race Equality Scheme 2005-8



The NWDA's Race Equality Scheme

4.2 Aims of the Scheme

By putting the Race Equality Scheme into practice the NWDA intends to achieve the following outcomes over the next three years:

- Promote race equality, eliminate unlawful discrimination, and promote good race relations;
- Refocus internal planning on race and inclusion activities;
- Reduce the barriers to economic inclusion in the Northwest;
- Enable the Agency to move towards the development of a full equality scheme by 2008 (incorporating other strands)

During the first year of the Race Equality Scheme, the NWDA will continue to embed and develop our framework for the implementation of race and equality strategic planning. The Agency will use this information to set realistic targets for achieving the outcomes listed above.

The NWDA will review the Race Equality Scheme and its outcomes at least every three years. General progress on the scheme will be reported on annually in the NWDA Inclusion Report.

4.3 An Equality Scheme

This Scheme should be seen within the context of the Agency's commitment to develop a wider equality scheme, which incorporates the following strands:

- Race and Ethnicity
- Disability
- Gender
- Sexual Orientation and Transgender
- Age
- Faith and Belief

Throughout the scheme, the NWDA will gather evidence towards this objective and where possible, we will work towards implementing the activities identified within this scheme across the other 'strands' of equality activity.

5. Implementing the Race Equality Scheme

5.1 Performance Measurement Framework

The following have been established to support the implementation of the Scheme:

- i. Development of a Lead Executive Director who will report to the Social Inclusion Sub-Committee of the Board. The Sub-Committee will meet quarterly and will monitor progress of the Race Equality Scheme;
- ii. The Agency's Social Inclusion team has a specific remit in relation to the RRAA to provide information, advice and practical guidance;
- iii. The development of a cross-Agency working group which is responsible for providing an overview of the Race Equality Scheme and related activities;
- iv. The development of a reporting framework which ensures two-way communication across the Agency's directorates towards delivery of the Agency's race equality objectives;
- v. The integration of the RRAA into the existing corporate planning framework;
- vi. The development of self-assessment and auditing tools for continuous monitoring and review;
- vii. The development of a coaching and mentoring programme for senior management in relation to race equality.

5.2 Accountability Structure



Champions and the Working Group

The cross-directorate working group will be made up of equality champions from each directorate, who will receive accredited training. The working group will be used to deliver this scheme at an operational level, and to identify best practice models within the Agency.

Responsibility for Delivery

The Social Inclusion team will provide support, guidance and adopt a facilitation role. Statutory responsibility lies with the Board, delegated to the Social Inclusion Sub-Committee, and operational responsibilities lies with the Chief Executive, through the lead Executive Director.

5.3 Communication and Consultation

The NWDA currently has a system for consulting with the general public on many aspects of its work. This system will be strengthened to ensure that it reaches those sections of the public who have felt excluded and marginalised from consultation activities in the past, including those from BME communities. This is critical to ensuring open, transparent and representative involvement and engagement. The approach will also consult on high impact and priority areas, and develop creative and innovative methods for encouraging engagement, involvement and consultation. Involvement and engagement can only be secured by demonstrating how consultation is supporting change and developing a greater sense of ownership, commitment and trust between the general public and the NWDA.

The findings and outputs from consultation will be published and made available to the public, as part of the Agency's commitment to ensuring openness. Consultation will engage both existing agencies and community leaders from BME communities, along with grass roots community views to reflect all sections of the BME community in the Northwest. For example, the NWDA is currently undertaking consultation with the Ethnic Minority Business Forum to ensure that they are engaged in the Agency's full review of the Regional Economic Strategy.

5.4 Feedback and complaints

Any person who believes they have a complaint about the NWDA's Race Equality Scheme should write to:

Social Inclusion Policy and Development Manager
Northwest Regional Development Agency
P O Box 37
Renaissance House
Centre Park
Warrington WA1 1XB

E-mail: Info@nwda.co.uk
Tel: 01925 400 100

An initial response will be provided within five working days of receipt of the complaint. A full response will be provided within 20 working days of receipt of the complaint unless further investigation is required.

If during the investigation it becomes apparent that an aspect of the Race Equality Scheme has failed to comply with the requirements of the general duty, then the policy will be amended to ensure future compliance.

A full version of our complaints procedure is available at www.nwda.co.uk

6. Race Equality Scheme - Review 2002/05

Since the publication of the Race Equality Scheme 2002, the NWDA has demonstrated considerable good practice in the area of race equality and inclusion. The following is a summary of key positive outcomes since the publication of the 2002 Scheme:

Summary of NWDA key Race Equality achievements since 2002:

- Race awareness training providing for Agency employees with 100% success rate (all participants felt the training was useful and relevant);
- Research into the Northwest labour market to inform the RES review process;
- Funding research into the 'Economic Contribution of Equalities Communities to the Northwest' and barriers to involvement;
- Undertaking a Northwest refugee skills audit;
- Working with partners to develop a Northwest Equality and Diversity Strategy; 'Action for Equality';
- Establishment of a formal Social Inclusion Sub-Group of the Board;
- Commitment to integrating race equality into all aspects of the Agency's activity;
- Additional resources – including new members of staff now in place to support race and equality mainstreaming;
- Changes to the funding proposal form made to incorporate race equality / inclusion into every Agency funded project;
- Linking equality and inclusion to contract compliance for organisations delivering agency funded projects;
- Playing a central role in the development of the North West Ethnic Minority Business Forum, launched in 2004.

6.1 Internal Activity

The NWDA strives to lead by example on race equality and diversity practice. The Agency has made clear progress towards its race equality aims through developing of its internal procedures and updating its policies. The publication of this Scheme and Action Plan makes clear linkages with the ongoing internal review of the Agency's core procedures and processes, and seeks to fully incorporate race equality into the Performance Management Framework of the NWDA by 2006.

Employment of Staff

Staff Survey

The Agency has carried out a survey of its employees to review staff attitudes, and monitor the progress made in mainstreaming inclusion, diversity and equality across the organisation. The review has identified areas of good practice and highlighted key areas for activity, which have been incorporated into the updated Race Equality Scheme.

The Agency has identified the following priorities to ensure a step change in the pace of delivery towards our race equality goals:

- Increased awareness, learning and communication;
- Enhanced leadership and management capability;
- Strategic marketing and ensuring inclusion and participation;
- Cultural change;
- Improved monitoring and evaluation.

Under-representation of minority ethnic staff

The Agency is working hard to improve Human Resources processes and policies to address minority ethnic under-representation.

Since 2002 the following have been implemented:

- Bullying and harassment guidance;
- Religious and cultural awareness guidance.

Training

In 2004, the NWDA launched a major internal Race Awareness training programme across all the Agency employees. The training was found to be an effective way to introduce a general awareness of race equality issues. 100% of employees that attended the programme felt that it was relevant and useful to their everyday roles and evaluation results also demonstrated a change in attitudes. As a result the following additional recommendations have been taken on board:

- Further training and development work across all Agency employees;
- Development of additional management modules in Harassment and Bullying.

Race Screening and Race Monitoring

Equality and diversity information is collected during the Agency's recruitment process and updated annually to ensure that the information held is correct. The staff breakdown of the Agency is reported on a quarterly basis to the Executive Management Board.

The NWDA recognises that gaining a more diverse workforce is a priority. Measures developed as a result of the evidence gathered since 2002 are built into this Race Equality Scheme, set against a context of regional and sub-regional BME populations. The experience of implementing the 2002 Race Equality Scheme has highlighted that additional support is required to encourage BME candidates to apply for jobs or promotion, and to be successful.

NWDA Staff Breakdown

Equality Group	2002	2003	2004	2005
British – White	245	276	340	334
Other White	1	12	15	24
Asian/Indian	1	4	8	6
Chinese	1	1	1	2
Black	1	1	1	
Total BME	3	6	10	8
Disability		4	4	3
Women	134	158	208	167
Men	125	140	165	202

6.2 External Activities

The Agency works with a wide range of external partners to incorporate race equality (and other diversity strands) into the delivery of projects and regional strategies.

There are five key strands to the Agency's activities:

- Mainstreaming (race) equality and inclusion objectives into the Regional Economic Strategy;
- Targeting funding at disadvantaged communities, where most BME communities are concentrated;
- Recognising the need for specific activity through the business support and skills teams;
- Encouraging partner organisations to promote economic inclusion;
- Understanding and tackling discrimination as an organisation.

The following are some examples of where this activity has been particularly successful:

Business Support

The NWDA assisted in the establishment of the Northwest Ethnic Minority Business Forum (NWEMBF), a regional strategic advisory body on matters relating to ethnic minority business needs. The National EMBF has already played a major part in shaping the Small Business Service (SBS) policy. Addressing the needs of disadvantaged communities and under-represented groups is central to the current activities of SBS and the NWDA. The Agency and its Business Link Services have supported a range of ethnic business initiatives such as the Lancashire based Asian Business Federation and the Greater Manchester ChamberLink BME Business Initiative.

Procurement

The Agency recognises that it can also make a difference through its contractual arrangements. The NWDA has recently revised its procurement policy which now includes statements on racial equality. The Procurement Strategy has also been revised in line with this policy, and provision is made for contractual arrangements to include elements (and obligations) appropriate to the Race Relations Amendment Act. The Procurement team are currently revising standard documentation to ensure that all individual procurements involve or relay to contractors any appropriate obligations.

Through the Business Link network, the NWDA has held five regional workshops to promote the inclusion of SMEs located in disadvantaged areas to raise awareness of how to compete for contracts within the public sector. These workshops are targeted to businesses that are owned and/or managed by BME communities.

Black and minority ethnic labour market research

During 2003, the NWDA commissioned a research study to explore issues surrounding BME young people and their entry into the labour market. The NWDA Task Group recognised these issues as core to Agency's wider activity to strengthen local economies and maximise potential of the Northwest workforce. Enabling more people from ethnic minority groups to enter the workforce requires wider access to job opportunities, and greater confidence of BME communities to set up and sustain business ventures.

6.3 Factors Influencing the Race Equality Scheme – 2005/08

In developing a new Action Plan for 2005-8 the following policy drivers have been significant:

- The review of the Regional Economic Strategy;
- The need to integrate the Race Equality Scheme fully within the NWDA's corporate planning process;
- The emerging Performance and Project Management Framework and review of internal processes and procedures of the NWDA;
- The Regional Equality and Diversity Strategy for the Northwest, published in January 2005;
- The changing role of RDAs, particularly in business support and skills development, and the duty to promote equality;
- The development of the Northwest Ethnic Minority Business Forum and Business Skills Northwest, which offer specific advice and guidance on BME engagement;
- The national agenda regarding equality and inclusion including:
 - New and possible extensions of equality legislation;
 - The Commission for Equality and Human Rights.

7. The NWDA Race Equality Scheme

7.1 Meeting the Specific Duties

(a) Assess the relevance of functions, policies and strategies to promote racial equality (link to 8.1, OBJECTIVE A)

The Duty

The Code of Practice requires the NWDA to:

- (i) Set out and prioritise all policies that are relevant to the general duty to provide race equality and;
- (ii) Assess these functions and policies at least every three years.

The NWDA will ensure that all public authority functions, policies and services have been effectively screened for their relevance and importance to promoting race equality, and that arrangements are in place to investigate their impact and performance.

The NWDA's approach

The functions of the NWDA are defined under the Regional Development Agencies Act 1998, which states that an RDA shall have the following purposes:

- To further the economic development and the regeneration of its area;
- To promote business efficiency, investment and competitiveness in its area;
- To promote employment in its area;
- To enhance the development and application of skills relevant to employment in its area;
- To contribute to the achievement of sustainable development in the United Kingdom where it is relevant to its area to do so;
- To work towards equality.

The assessment:

To assess the relevance of functions and strategies already in place the Agency looked at each against the three duties under the Act (elimination of unlawful discrimination, promotion of equal opportunity and good race relations) and followed the steps below:

Step one Assessment by a cross directorate working group

Step two Review by the Senior Management Team

Step three Scrutiny and endorsement by the Board

Step four Public consultation

The NWDA has allocated each function/policy a priority (high, medium or low) according to its relevance to the three aspects of the Act. Full results can be found in Appendix 1.

There is a need to mainstream race equality activities into the wider corporate planning process through the Regional Economic Strategy and Corporate Plan.

What the NWDA will do

The NWDA has a commitment to reviewing this list annually and will set a review date for each policy. This has already been undertaken in the development of the Corporate Plan and the revised Regional Economic Strategy for the Northwest.

The Agency, through the Race Equality Scheme Action Plan, will prioritise high impact areas in year one, medium impact areas in year two and low impact areas in year three.

Annually, the NWDA will review the relevance of functions and policies to wider equality strands

**(b) Monitor and review functions, programmes and policies for adverse impact on racial equality
(Link to 8.2, OBJECTIVE B)****The Duty**

All public authorities are obliged to set out in their Race Equality Scheme the arrangements for assessing the likely impact of proposed policies on the promotion of race equality. The NWDA will build race equality in to the policy making process, and make sure that this process is clear, open and inclusive.

The NWDA's approach

At present, Impact Assessment is undertaken on key strategies such as the Regional Economic Strategy, and through the proposal form for projects seeking funding. An internal review is currently being undertaken of all internal processes and procedures. By mainstreaming the Race and Equality Impact Assessment into the Performance Management Framework of the Agency, the NWDA will ensure a step-change in delivery of race equality objectives.

What the NWDA will do

Impact Assessment will be carried out on all new strategies and relevant programmes, based on the model in Appendix 3.

The NWDA will work towards race equality and inclusion objectives within the generic performance management framework of the Agency, undertaking research into how this could be effectively done in the first year.

Internal development will continue toward the measurement of key targets, and strategic added value by ethnicity in years 2/3

The Agency's procurement team will continue to review standard documentation to ensure the removal of any negative impacts on race equality

(c) Consult with Stakeholders (Link to 8.3, OBJECTIVE C)

The Duty

Public Authorities must set out in their Race Equality Scheme the arrangements for consultation on the likely impact of policies.

The NWDA's approach

The NWDA will use the Race Equality Scheme to develop a corporate consultation strategy which will standardise stakeholder involvement in policy and strategy development.

What the NWDA will do

The NWDA will develop a consultation strategy to ensure a standardised approach to consultation to engage BME communities across all Agency strategies and policy development.

The NWDA will seek to support specific events that directly contribute towards this objective.

(d) Ensure public access to information and services (Link to 8.4, OBJECTIVE D)

The Duty

Public authorities must set out how they will improve public access to information and any services they provide.

The NWDA's approach

Strategic communication will be a key component in promoting the ethics and values of race equality.

The NWDA provides public access to information through a variety of means, including publications, direct marketing, public meetings, conferences, the media, including minority ethnic media, and the NWDA website.

What the NWDA will do

The NWDA will hold workshops and seminars for BME communities as part of standard activity.

The Agency will promote, through its website, public access to information regarding its activities.

The NWDA will publish an annual public, inclusion report, detailing its efforts and successes to date (including the Race Equality Scheme).

All documents in the public domain will be available on request in a range of languages and alternative formats.

(e) Publishing the results of assessments, consultation and monitoring (Link to 8.5, OBJECTIVE E)

The Duty

Public authorities must set out their arrangements for publishing the results of their assessments, consultation and monitoring.

The NWDA's approach

The NWDA recognises the need to publish and make available the results of all consultation, assessments and monitoring in relation to this scheme and other key strategic areas.

What the NWDA will do

Monitoring reports will be included in the NWDA's Annual Report, and annual inclusion report.

The Regional Economic Strategy, and any other key regional strategies, will be published with a full Equality Impact Assessment.

(f) Providing adequate training for staff (Link to 8.6, OBJECTIVE F)

The Duty

Public authorities must set out their arrangements for training staff in connection with the duty to promote race equality.

The NWDA's approach

In order to fully utilise the valuable learning from the 2003/4 staff-training scheme, the NWDA commits itself to the following Equality Improvements Plan. Based on staff evaluation and consultation, this plan will equip employees with the resources to implement the Race Equality Scheme and wider inclusion objectives. This aspect of the Race Equality Scheme is essential if mainstreaming is to be successful.

Table 1: Staff Training - Equalities Improvement Plan	
Programme	Target Group
Induction	All new employees
Updates - Legislation, policy and process changes and new initiatives	All employees
Working with partners - promotion and commitment to equitable working and respect	Programme / Project Managers
Equalities Impact Assessment	Programme / Project Managers
Equality at Work	Head of departments and middle management
The equality and diversity philosophy and vision for the NWDA	Senior Management Team
Updates for the NWDA Board	Board members
Access to relevant equality and inclusion conferences and seminars relevant to area of work	All staff, senior managers and Board members (wherever possible)

What the NWDA will do

The NWDA will ensure that all staff are aware of their individual responsibilities to meet the General Duty.

The NWDA will develop an Equality Champions Scheme, with accreditation and salary scale recognition.

The NWDA aims to extend the training and champions scheme to all equality strands by 2008.

(g) Meeting the specific duties for employers (Link to 8.7, OBJECTIVE G)**The duty**

Like most public authorities bound by the general duty, the NWDA must meet the specific duties for employers. This duty requires the Agency to monitor, by racial group, the number of:

- Employees
- Applicants for employment training, and promotion
- Employees who have undergone staff appraisals through performance management
- Employees who are involved in grievance procedures
- Employees who are the subject of disciplinary action
- Employees who end their service

The Agency must also publish the results of this monitoring annually.

The NWDA's approach

The NWDA is determined to be an exemplar employer in relation to equality and diversity. In aspiring to achieve this the NWDA will:

- Develop and cultivate all our staff at every stage of their employment;
- Take positive steps to ensure the grade profile of our workforce reflects the Northwest's diversity;
- Value and exceed existing relevant legislation and codes of practice in the formulation and implementation of policies and procedures;
- Develop monitoring systems to review and implement the best possible practice.

The following table shows the employment activities that the Agency currently monitors.

Table 2: Employment Activities Currently Monitored	
Activity	Currently Ethnically Monitored?
Full-time and part-time staff in post (including secondments, agency temps, consultants and casuals)	Yes
Applications for employment	Yes
Applications for training	Yes
Applications for promotion	Yes
Those who receive training, including staff appraisal and career development plans, internal and external	Yes
Those who have gone through the performance assessment procedures	Yes
Those involved in grievance procedures	Yes
Those subject to disciplinary procedure	Yes
Those who cease employment	Yes

Positive support and mentoring for BME employees

The NWDA recognises that practical, positive actions are an essential part of this scheme, particularly in addressing the diversity of the workforce. Delivery of the following actions demonstrate the Agency's commitment to diversity:

- Advertising vacancies in BME specialist press
- A commitment to short listing, and interviewing all BME candidates who meet the essential criteria
- Implementation of a mentoring project for BME employees, potential candidates and young people in the region
- Analysis and report to Board on the range of applications and appointments of BME candidates
- Case study looking at removing the barriers for BME people accessing employment with the Agency, initially in regeneration.

What the will NWDA do

Publish all analysis and results and provide regular reports to the Board and Sub Committee.

Develop the positive support and mentoring mechanisms to encourage a diverse workforce as outlined above.

7.2 Additional activity to meet the General Duty

The Duty

In addition to showing how we will meet our commitments under the specific duties the Agency will also demonstrate how it intends to meet its general duty to promote race equality and good race relations, and to eliminate unlawful discrimination.

The NWDA's Approach

Through the implementation of our statutory functions and the delivery of the Regional Economic Strategy, the Agency will prioritise the race equality activity outlined in Sections 1 and 2 of the Action Plan. Section two outlines wider race equality actions which will meet the general duty. Appendix 1 indicates the correlation to the prioritised functions and policies.

Partnership working

Through working with partners, the NWDA aims to deliver better equality practice in the region. Through project appraisals, procurement policies and the commissioning process, the NWDA will contractually ensure that all our providers legally enforce Race Equality conditions.

What will the NWDA do

Display regional leadership on economic and social inclusion.

Support the implementation of the region's equality and diversity strategy: 'Action for Equality'.

Establish a coherent implementation structure for delivery of this Scheme.

Continued support for the Ethnic Minority Business Forum.

Ensure the integration of the aims of this Action Plan into key strategic documents such as the Regional Economic Strategy, and Corporate Plan.

Work with other RDAs to research and implement a comprehensive performance management framework to measure equality achievement.

8. Race Equality Scheme (RESch) Action Plan

Section 1 – Activity to meet the Specific Duties

8.1 OBJECTIVE A – Assess the relevance of functions and policies to the Duty

Key Task	By when?	Operational officer/ group responsible	How will we measure success?
Identify a list of functions, policies and strategies, analyse relevance to race equality	May 2005	Cross Directorate Working Group (CDWG)	Race Equality Scheme Appendix 1
Review annually through the working group and Board Sub-group	Annually (May)	CDWG, Board Sub Committee (BSC) to agree	Minutes, Annual Inclusion report
Prioritise most highly relevant projects in 2005/6, medium relevance in 2006/7 and low relevance in 2007/8	May 2005	CDWG	Race Equality Scheme
Review functions for relevance to wider equality 'strands'	May 07	CDWG	Minutes, Annual Inclusion report
Board papers and management reports to consider specific race equality measures and targets committed within the Race Equality Scheme	September 05	Board	
Functions identified as medium priority reviewed	2007	CDWG	Policy or function reviewed
Functions identified as low priority reviewed	2008	CDWG	Function or policy reviewed

CDWG (Cross Directorate Working Group)

SIT (Social Inclusion Team)

BSC (Board Sub Committee)

BSNW (Business Skills Northwest)

ED (Lead Executive Director)

EMBF (Ethnic Minority Business Forum)

8.2 OBJECTIVE B – Monitor and review the Agency’s functions, programmes and policies for adverse impact

Key Task	By when?	Operational officer/ group responsible	How will we measure success?
Undertake an impact assessment of all new and proposed policies, strategies, and projects. Training and support offered.	Ongoing	All team leaders / project Champions	Published on the Agency's website, with policy / strategy of held as part of project appraisal
Mainstream impact assessment into corporate performance management framework.	Research-May 06 Implement monitoring framework - May 07	HIS team with SAPIP working group	Incorporation into new performance management framework
Review progress in beneficiary outputs/customer satisfaction annually and at the end of the three years.	Annually (May)	CDWG, consultation with stakeholders / communities	Survey results published
Continue developing progress towards measuring key targets by ethnicity and how race equality activity can be measured within the new tasking framework	Research 05/06 Implement monitoring framework 06/07	SIT, ED, BSG, Board	Evidence published in Inclusion Report
Procurement processes and standard documents reviewed to ensure positive contribution to race equality through procurement activity, according to CRE code.	Implemented by April 2006	Procurement team	New policies publicly available
Corporate, departmental and team level business planning that examines race equality measures	Next round of business planning	All teams	Business plans for teams include diversity goals
Work with partners to improve the integrated appraisal toolkit and investigate linkages to race, equality and health tools	06	SIT	Integrated Appraisal Toolkit meets equality needs better

8.3 OBJECTIVE C – Consultation with Stakeholders

Key Task	By when?	Operational officer/ group responsible	How will we measure success?
Develop and implement standardised consultation policy across the Agency	Jan 07	CDWG	Internal Strategy in place
When undertaking consultation with stakeholders, seek to engage with BME communities directly through holding/attending at least one specific BME event and utilising the expertise of the North West Ethnic Minority Business Forum and other regional organisations.	Ongoing	Lead project officer/Champion and Marketing	Summary of events published annually
The NWDA will consult with the Ethnic Minority Business Forum on all significant matters relating to ethnic business within the region	Ongoing	BSNW	Report

8.4 OBJECTIVE D - Ensure public access to information and services

Key Task	By when?	Operational officer/ group responsible	How will we measure success?
The NWDA will publish an annual, public, INCLUSION REPORT detailing our efforts and successes to date.	Annually in May from 06	SIT with Board Sub-group	Report published
The NWDA will hold workshops and seminars for BME communities as part of its standard activity (e.g. in consulting on the Regional Economic Strategy)	Ongoing	Lead officers/Marketing	Recorded in Inclusion report
The Agency will promote, through its website, public access to information about its activities	Ongoing	Marketing/IT	Website
The image of the Agency promotes diversity. How the NWDA perceived by the BME communities is positive.	Ongoing	Marketing	Monitored by CDWG
The NWDA will work with the ethnic Minority Business Forum to provide workshops and seminars to ethnic business	Ongoing	BSNW/EMBF	Recorded in Inclusion report

8.5 OBJECTIVE E - Publish the results of assessment, consultation and monitoring

Key Task	By when?	Operational officer/ group responsible	How will we measure success?
Monitoring reports will be published annually	Annually	CDWG	Published as an appendix to Inclusion Report
The RES, and any other key regional strategies, will be published with a full Equality Impact Assessment	Ongoing	Lead officer /Board	Published alongside strategies

8.6 OBJECTIVE F – Training staff

Key Task	By when?	Operational officer/ group responsible	How will we measure success?
Ensure that all employees are aware of their individual responsibilities to meet the General Duty to eliminate unlawful racial discrimination, promote equality of opportunity and promote good race relations. Implement Equality Improvement Plan for Staff Training.	Ongoing 05-08	HR	Evaluation and monitoring of training. Annual Staff survey
Equality 'Champions' to be identified trained and rewarded	End of 2005	SIT/ED/HR	Champions identified
Extend training and mentoring to other strands where appropriate	Jan 2008	HR (SIT to support)	Programme extension

8.7 OBJECTIVE G – Employment Activity and meeting the specific duties for employers

Key Task	By when?	Operational officer/ group responsible	How will we measure success?
Develop and implement monitoring systems to meet the specific duty in employment and broader aspects of information management. (Monitoring systems currently in place and reported in HR Report on a quarterly basis)	Ongoing	HR	Published in regular HR reports to Board and Annual Inclusion Report
Audit and review the Agency's employee information pack to ensure compliance with the duty.	April 07	HR	People pack updated
Assessment, monitoring and evaluation towards progress on employment monitoring statistics - Setting annual, challenging targets improvement of BME (and wider equality group) representation, year on year.	Set by Jan 06	HR (BSG to set target)	Employment monitoring data to show progress
Practical, positive action/mentoring to be developed as outlined in 7.1 (g) and pilot activity into promoting BME recruitment in regeneration	By Jan 07	HR (SIT to support)	Programme rolled out – Increase in BME staff against annual targets to be set.

Section 2

8.8 OBJECTIVE H – Additional activities to meet the General Duty

Key Task	By when?	Operational officer/ group responsible	How will we measure success?
Establish the implementation structure for Race Equality Scheme Action Plan 2005-8	Oct 05	ED/SIT	CDWG and Champions in place
Show regional leadership on economic inclusion, and support the implementation of the regional Equality Strategy: 'Action for Equality'	Ongoing	SIT/Board/ all Agency staff	Continued work with regional strategic equality group and Regional Equality Strategy
Integrating race, equality and inclusion objectives into wider strategic planning and regional strategies (including the RES)	Dec 05 (RES) Ongoing for others	RES team BSC/CDWG	Regional Economic Strategy and Corporate Plan contain race and inclusion goals
Mapping baseline information on BME businesses in the Northwest working with the NWEMBF.	May 06	BSC – SIT to work with CDWG and RDA's group to develop	Research completed
Research in year 1 and implement in year 2 a corporate equality management framework, working other RDAs.	May 06 (research) May 07 (implement)	BSC – SIT to work with Performance Management Team CDWG and RDAs group to develop	Race equality integrated into corporate performance management framework
Review into how specific targets by ethnicity could be set within the tasking framework	End 07	BSC – SIT to work with CDWG and RDAs group to consider with NWEMBF	Targets set
Increase BME access to employment and skills	Ongoing	Board	Through Regional Economic Strategy
Continue the development of specialist equality projects where necessary	Ongoing	EMG	Presented in annual Inclusion report
Influence race equality and inclusion policy nationally and regionally	Ongoing	SIT, Board	Work with RDA Equality group/input into national policy
Work with NWEMBF to undertake activity to promote an entrepreneurial culture through BME communities	Ongoing	BSNW / NWEMBF	Detailed in annual inclusion report
The Northwest will host the annual Ethnic Minority Business Forum conference 2005	12/13th Sept 05	BSNW/NWEMBF	Conference reports

Appendix 1 – The NWDA'S Functions and Policies

The Statutory Functions of the RDA as defined by the RDA Act are as follows. All have a high degree of relevance to the promotion of race equality

- To further the economic development and the regeneration of its area (Objective H)
- To promote business efficiency, investment and competitiveness in its area (Objective H)
- To promote employment in its area (Objective H, G)
- To enhance the development and application of skills relevant to employment in its area (Objective H)
- To contribute to the achievement of sustainable development in the United Kingdom where it is relevant to its area to do so (Objective B)
- The promotion of equality of opportunity (Links to all)

The following policies have been identified as having a high degree of relevance to meeting the duty imposed by the Race Relations (Amendment) Act and will be reviewed annually:

- Regional Economic Strategy (Links to all)
- Corporate Plan (Links to all)
- Tasking Framework – tasking the RDA (Objective B, H)
- Project Appraisal Process (Objective B, H)
- Procurement Policies and Strategy (Objective B)
- NWDA Performance Monitoring Framework (Objective B, H)
- Human Resources (Objective F,G)
- Communication and Marketing (Objective D, E)
- Consultation Framework (Objective D, E)
- Equal Opportunities Policies (Objective F, G)

The following policies and procedures have been identified as having a moderate degree of relevance to meeting the duty imposed by the Race Relations (Amendment) Act and will be reviewed in 2007:

- Complaints procedures
- Standing orders and Code of Conduct
- Land acquisition, disposal and Compulsory Purchase Order enforcement powers
- Customer services
- Single Regeneration Budget legacy,
- Budgeting/finance procedures

The following policies and procedures have been identified as having a low degree of relevance to meeting the duty imposed by the Race Relations (Amendment) Act and will be review in 2008:

- IT strategy
- Human Resource Policies covering Pensions and Contracts of employment
- Data protection
- Inherited Government guidance for legacy funding programmes (e.g. Clusters Fund, English Partnerships Projects Procedures Manual)

Appendix 2 – NWDA Board Members and Senior Staff

NWDA Board Members

Bryan Gray – Chairman MBE DL
Professor Sir Martin Harris CBE DL - Deputy Chairman
David Brockbank
Joe Dwek CBE
Peter Hensman
Robert Johnston
Dr Pauleen Lane CBE
Dave McCall
Cllr John Merry
Professor John Moverley OBE
Cllr Marie Rimmer
Anil Ruia OBE
Brenda Smith
Cllr Mike Storey CBE
Professor Maureen Williams

NWDA Senior Staff

Steven Broomhead	Chief Executive
Ian Haythornthwaite	Executive Director Finance and Corporate Resources
Helen France	Executive Director Development and Partnerships
Bernice Law	Executive Director Operations and Deputy Chief Executive
Mark Hughes	Executive Director Enterprise and Innovation

Appendix 3 – Equality Impact Assessment Form

STAFF MEMBER COMPLETING:

TEAM:

DATE:

Stage 1

Screening to establish if the proposed project, policy or strategy has any relevant to equality issues and minority groups

i. Given the aims of the proposed strategy, project or policy, is it likely that there will be a negative impact on one or more minority and excluded group or on race relations and community cohesion³? Or is it clear at this stage that it will be equality neutral?

ii. For which groups is there likely to be a negative impact? What is this impact likely to be and at this stage what plans could be built in to address this and to add measures which promote a positive impact?

iii. Is a full impact assessment required? YES/NO (use box to explain rationale behind decision)

NB If you have identified a potentially discriminatory negative impact on one or more minority groups or on relations between groups then a full impact assessment of the project/ policy / strategy is required

Supporting notes

- Consider impact in terms of disability, race, age, gender, religious belief, sexuality and trans-identity and other groups who may experience disparities in opportunity.
- Make use of existing knowledge, experience, research and consultation.
- Caution is needed not to consider a new policy or project 'equality neutral' just because no evidence of adverse impact exists e.g. little research exists with regard to new equality areas such as sexual orientation.
- When thinking about positive impact consider ways to tackle discrimination, promote equality of opportunity and / or promote good community relations.

³For working definition of Community Cohesion see page 4 of <http://www.lga.gov.uk/Documents/Publication/communitycohesion.pdf>

Web links

- <http://www.statistics.gov.uk/> - Census, Labour Force Survey and Index of Multiple Deprivation etc
- <http://www.cre.gov.uk/> - ethnicity and race information and further links
- <http://www.drc-gb.org/> - disability information and further links
- <http://www.eoc.org.uk/> - gender information and further links
- <http://www.efa.org.uk/> - age information and further links
- <http://www.statistics.gov.uk/cci/nugget.asp?id=263> - faith information and further links
- <http://www.stonewall.org.uk/stonewall/> - sexual orientation information and further links
- <http://www.socialexclusionunit.gov.uk/> - social exclusion information and further links

Stage 2

Full equality impact assessment of projects, policies and strategies

To be completed if screening indicates necessary

Q1. What is the existing situation in relation to minority and excluded groups and the sector or geographical area in which this strategy / policy / project will operate?⁴ See supporting notes and weblinks

Q2. Is there potential for this strategy / policy / project to have a negative impact on minority and excluded groups or on race relations and community cohesion? See supporting notes and weblinks

Q3. Is there potential for this strategy / policy / project to have a positive impact, such as tackling discrimination, promoting equality of opportunity and / or promoting good community relations, for minority and excluded groups? See supporting notes and weblinks

⁴Advice on any aspect of this process can be sought from the equalities team ext 4123

Q4. How have or will different stakeholders / beneficiaries / staff affected by this strategy / project / policy be consulted? Please note any important issues See supporting notes and weblinks

Q5. Given your answers to the previous questions, how will your delivery plans be revised to reduce or eliminate negative and enhance positive impacts? See supporting notes

Q6. How will the real impact of this strategy / policy / project on minority groups and community relations be monitored to ensure all relevant Agency objectives are met? (e.g. fit to Race Equality Scheme and Regional Economic Strategy priorities on Social Inclusion) See supporting notes and weblinks

Supporting Notes and Weblinks

The lists of notes, questions and web links below are prompts and are not exhaustive.

Q1. Supporting Notes

- Consider impact in terms of disability, race, age, gender, religious belief, sexuality and trans-identity and other groups who may experience disparities in opportunity.
- Look at existing evidence, research and data/statistics (both quantitative and qualitative).
- If little or no data exists is this something that the RDA could begin to map?
- Are any of these groups under/over represented, do they have access to the same resources and is the reality of their experience the same?
- Is it useful to consider the underlying causes of any inequalities?

Weblinks

As for Stage 1

Q2. Supporting Notes

- Is this impact likely to be the different for different groups?
- Are some equality groups excluded from the benefits?
- Are there barriers to certain communities enjoying the benefits?
- Are certain sub-groups disadvantaged e.g. Gypsies and Travellers or Somali community?
- Does it challenge or reinforce stereotypes?
- Does it give different groups real choice?

Weblinks

<http://www.irr.org.uk/> - race issues in more depth

<http://www.homeoffice.gov.uk/docs2/buildpicturecomcohesion.html> - community cohesion indicators

<http://www.womenandequalityunit.gov.uk/> - gender and other equality issues in more depth

<http://www.disabilitynow.org.uk/> - disability issues in more depth

<http://www.stormbreak.co.uk/gayfr.html> - sexual orientation issues in more depth

<http://www.homeoffice.gov.uk/comrace/faith/index.html> - faith issues in more depth

<http://www.agepositive.gov.uk/> - age issues in more depth

<http://society.guardian.co.uk/socialexclusion/0%2C11499%2C630068%2C00.html> - social exclusion in more depth

Q3. Supporting Notes

- Is this impact likely to be the different for different groups?
- Will this project help communication between groups by providing ESOL (English for Speakers of Other Languages) classes?
- Are community leaders involved?
- Does it support adult education for BME groups where needed?
- Is there a focus on reducing barriers for a specific group e.g. disabled people?
- Are jobs created accessible to all?
- Does this strategy extend the provision of affordable childcare?
- Does it harness the potential of refugees and asylum seekers to contribute to the Northwest's economy?
- Does it support BME, women and disabled owned businesses?

Weblinks

See Q 2

Q4. Supporting Notes

- Has relevant consultation already taken place?
- If not how and when will this take place?
- Will this be direct consultation with the minority groups and / or organisations that represent them?
- What steps will be put in place to ensure full participation is possible e.g. using sign language interpreters for events, provision of crèche facilities, arranging meetings in local community venues at different times of day, questionnaires available online etc.
- How will those consulted be informed of the outcome of the process?
- Is it possible to carry out a joint consultation with a similar project or a project in the same geographical area?

Weblinks

The Agency is developing this strategy in consultation with partners. The Social Inclusion team can offer additional support and guidance if required. The NWDA is developing its own guidelines. In the meantime useful information is available on the following websites:

<http://www.cabinetoffice.gov.uk/regulation/consultation-guidance/content/methods/index.asp>

<http://www.london.gov.uk/mayor/consultation/resources.jsp>

<http://www.scotland.gov.uk/library5/social/gpgc-00.asp>

www.5050vision.com

Q5. Supporting Notes

- i. If the assessment shows that no adverse or positive impact is likely (equalities neutral) this might be acceptable but consider if measures could be added to promote the RDAs inclusion aims as defined by the RES and Race Equality Scheme.
- ii. If the assessment shows adverse impact consider if the project is legal and how this adverse impact can be reduced. This might include finding another way to meet the objectives, introducing new steps to meet specific needs for specific groups. Can the adverse impact be justified by overall aims or by other legislation? If the strategy / policy / project is unlawful it must be changed. Ensure any changes don't disadvantage another group.
- iii. If the assessment shows your strategy / policy / project is not likely to result in adverse impact and does promote equality then there may be little revision required. Some strategies / policies / projects have a differential impact because they are designed to promote equality for a specific group. This can be justified as part of a wider strategy but a clear rationale should be given.

Q6. Supporting Notes

For all 3 scenarios given in question 5 make certain that correct monitoring and review mechanisms are in place to ensure predicted outcomes and outputs are delivered. The NWDA is developing systems to collect beneficiary from BME groups, women and disabled people. Refer to the single project guidance and commitments made within the proposal form where appropriate.

Could targets for board / committee participation in this project be set? At what stage will evaluations take place and what information will be captured?

Weblinks

<http://ldaintranet/stafftoolbox/equality/monitoring/> (for background info only)

<http://www.dti.gov.uk/about/evaluation>

<http://greenbook.treasury.gov.uk/chapter02.htm#theappraaa>

<http://www.mande.co.uk/>

http://www.odpm.gov.uk/stellent/groups/odpm_housing/documents/downloadable/odpm_house_602144.pdf

**The Northwest Regional Development Agency
manages all operations from its Headquarters at:**

PO Box 37
Renaissance House
Centre Park
Warrington WA1 1XB
Tel: +44 (0)1925 400 100
Fax: +44 (0)1925 400 400
e-mail: Information@nwda.co.uk

**In addition, there are five area offices for the
implementation of local activities as follows:**

Greater Manchester

Giants Basin
Potato Wharf
Castlefield
Manchester M3 4NB
Tel: +44 (0)161 817 7400
Fax: +44 (0)161 831 7051

Cumbria

Gillan Way
Penrith 40 Business Park
Penrith
Cumbria CA11 9BP
Tel: +44 (0)1768 867 294
Fax: +44 (0)1768 895 477

Merseyside

Station House
Mercury Court
Tithebarn Street
Liverpool L2 2QP
Tel: +44 (0)1925 400 100
Fax: +44 (0)151 236 3731

Lancashire

13 Winckley Street
Preston
Lancashire PR1 2AA
Tel: +44 (0)1772 206 000
Fax: +44 (0)1772 200 049

Cheshire and Warrington

Brew House
Wilderspool Park
Greenalls Avenue
Warrington WA4 6HL
Tel: +44 (0)1925 644 220
Fax: +44 (0)1925 644 222

Visit: www.nwda.co.uk & www.englandsnorthwest.com