



RACE EQUALITY SCHEME 2005-2008

If you require this document in another format or language, please contact:

EEDA
The Business Centre
Station Road
Histon
Cambridge
CB24 9LQ
Tel: 01223 713900

www.eeda.org.uk click onto "Contact us" to submit an email



CONTENTS

Part 1 Where are we now?

- 1.1 Introduction to EEDA and the Race Equality Scheme
- 1.2 Regional Profile
- 1.3 Key Challenges
- 1.4 Where is EEDA aiming to be?

Part 2 What have we done?

- 2.1 Review of current scheme
- 2.2 Key achievements
- 2.3 Reviewing and identifying EEDA's functions and policies

Part 3 What are we planning to do?

- 3.1 Putting the Scheme into practice
- 3.2 Annual review of functions and policies
- 3.3 Assessing Impact
- 3.4 Monitoring
- 3.5 Training staff
- 3.6 Information and services
- 3.7 Employment duty
- 3.8 Publishing results
- 3.9 Dealing with complaints

Appendices

- Annex 1 Relevant functions and policies
- Annex 2 Equality organisations providing initial views on key issues
- Annex 3 Action plan

Foreword

EEDA's first Race Equality Scheme was established in October 2002, and it gives us great pleasure to present our revised Race Equality Scheme.

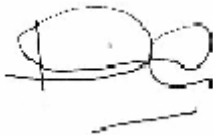
Much has happened in the intervening time. EEDA is maturing as an RDA, six years after we were established to reduce disparities within and between the regions, and to take the regional lead in promoting sustainable economic development. The new regional economic strategy "A shared vision: the regional economic strategy for the East of England", was published in November 2004.

Social inclusion and broad participation in the regional economy is one of 8 key goals in the regional economic strategy. Although the region has high levels of employment and enjoys relative prosperity, a number of communities still suffer from multiple deprivations, very often focussed on particular sections of the population who are excluded from mainstream services or opportunities for education, employment, business and personal advancement. This constitutes a real loss to the region – its social and economic cohesion and vitality.

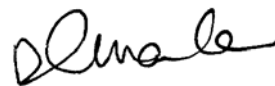
We at EEDA, are committed to being an exemplar organisation, leading by example in embedding equality and diversity and tackling discrimination within our organisation as an employer, commissioner of goods and services, delivery manager and across all our activities. This is why we feel passionately that not only does meeting the duty of race equality make sound economic sense, but that we have a responsibility as an organisation, to demonstrate our commitment to Corporate Social Responsibility in so doing.

This Race Equality Scheme and Action Plan are intended to be a "living document", and we would welcome any comments you may have. These should be sent to:

Equality and Diversity Manager
EEDA
The Business Centre
Station Road
Histon
Cambridge CB4 9LQ
Email: equality@eeda.org.uk



.....
Richard Ellis, Chairman



.....
David Marlow, Chief Executive

1. Where are we now?

This section introduces the East of England Development Agency (EEDA) by explaining what it does, setting out the race equality challenges facing the East of England and by specifying how, as a regional development agency, EEDA will meet its duty to promote race equality.

1.1 Introduction to EEDA and the Race Equality Scheme

EEDA is one of nine regional development agencies (RDAs) in England, sponsored by the Department of Trade and Industry (DTI), with a responsibility to promote sustainable economic development and build prosperity in the English regions. It has a business-led Board and operates across the six counties of Bedfordshire, Cambridgeshire, Essex, Hertfordshire, Norfolk and Suffolk and the unitary council areas of Luton, Peterborough, Southend-on-Sea and Thurrock. EEDA's staff complement as at February 2006 is 197, and includes 7% from the black and minority (BME) community compared with the regional population of 4.8% and the national population of 6.8%.

EEDA's work is very much guided by the principles of equality and diversity. Through its Race Equality Scheme EEDA is seeking to firmly embed those principles within the organisation's own values, culture and ways of working. Our aim is to lead by example and take positive action to go beyond the minimum requirements of complying with our legal obligations. EEDA recognises that in order to achieve the high standards that we are setting ourselves, all staff have a role to play in making sure race equality continues to be embedded in EEDA's culture.

EEDA's values:

- We are **enterprising** and **ambitious** for the success of our region and ourselves
- We **contribute** to the region through **informed** decisions and **effective** delivery
- We behave with **integrity** and are a **supportive, responsible** organisation
- We embrace **diversity** and work with others in a **collaborative** way
- We encourage **innovation** and are a **catalyst** for the UK's ideas region.

The regional economic strategy "*A shared vision: the regional economic strategy for the East of England*" provides the strategic framework for the improvement of

the region's economic performance and the quality of life of all those who live and work here. It is a strategy for the region with eight strategic goals, which can only be delivered by a range of organisations working in partnership. With a budget which is equivalent to 0.01 of the GVA (Gross Value Added) of the region, it is imperative that we work closely with partners in the public, private, voluntary and community sectors in developing the economy in a way that promotes and encourages social progress and environmental and sustainable resource management.

In partnership with the Regional Assembly and the Government Office, EEDA is making its contribution to a regional social strategy designed to combat disadvantage, discrimination and inequalities in income, employment, education, skills, health, crime and transportation. As an RDA, EEDA is uniquely placed to promote equality and diversity in regeneration and business, and influencing the policies and practices of organisations at national and regional level, in its role as a strategic catalyst for change. EEDA also directly and indirectly supports activities which address barriers to participation in the economy, such as improving access to childcare provision, skills and qualifications. In addition, through its membership of regional partnerships such as the East of England Skills and Competitiveness Partnership, EEDA is well placed to ensure there is a coordinated approach to tackling inequality and disadvantage through the work of key partners such as Job-Centre Plus, the Learning and Skills Council, Business Link and the Science and Industry Council.

EEDA's revised Race Equality Scheme, which will be implemented during the period 2005-2008, sets out how we will meet our duty to promote race equality. The Scheme identifies the ways in which we will carry out our role to help

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

More specifically, it focuses on our policy making process, service delivery and employment practice.

Although it is a stand alone scheme, it links to the activities set out in EEDA's Corporate Plan 2005-2008. In addition, the year on year commitments set out in the action plan will be incorporated into our successive business plans. Furthermore, during 2006 it is our intention to integrate the Scheme into a Corporate Equality and Diversity Strategy and Action Plan which will set out the full range of our equality and diversity commitments, including preparations for future equality duties.

1.2 Regional Profile.

The region has a growing population of just under 5.5 million. The population is forecast to increase by almost half a million by 2021, making it one of the fastest growing regions in the UK.

With the exception of some urban areas such as Peterborough, Bedford and Luton, the Black and Minority Ethnic (BME) population in the region is unevenly dispersed across the region. Over a third of the BME unemployed in the region live in Luton and Bedford. In rural areas where the numbers of people from the same ethnic background are small, the feelings of social exclusion are frequently compounded by their physical and social isolation. One of the largest minority ethnic groups in the region are gypsies and travelers who account for 25% of the England total, and there is also a growing number of migrant workers who are mainly engaged in the agriculture and food industries. They are amongst the most disadvantaged groups in the East of England and have been the subject of two recent studies commissioned by EEDA.

The study into migrant workers estimated that in the last 5 years between 50,000 and 80,000 migrant workers have arrived in the region from many parts of the world. Most commonly from India, Africa (mainly south Africa but also other parts of the continent), Portugal, Afghanistan, Iraq, Vietnam, South America, Malaysia, the Balkan EU countries, other new EU countries especially Poland, Lithuania, Latvia, Czech Republic. These ethnically diverse men and women are making a significant contribution to the UK economy through tax revenues estimated conservatively at £360m per annum. They are also enabling some businesses, to function at full capacity, which they would not otherwise be able to do. In common with some ethnic minority people and women workers in the host community, some migrant workers experience discrimination, low pay, segregation and employment below their skills level. In common with some ethnic minority people, they also experience hostility from their host communities.

These two studies have already influenced the Regional Housing Strategy to include a requirement for local authorities to undertake housing needs assessments for the gypsy and traveling communities, and to ensure that specific issues around orientation, culture and language are taken into account when considering the housing needs of migrant workers.

Within the region, there is a significant out migration of the 15-24 year age group and an in-migration of retired people, particularly in the coastal areas of Suffolk and Norfolk. Whilst the over 50's age group in the region is growing at above the national average rate, the majority of new people from BME communities coming into the region since 1991 are in the 25-44 year band and of prime working age.

1.3 Key Challenges.

Equality and diversity are two of the principles which underpin the strengths, weaknesses and opportunities which the regional economic strategy seeks to address, providing the foundation for its goals and priorities. In a region which is relatively prosperous, barriers still remain for some sectors of the community and ethnic groups in accessing and capitalising on the opportunities available in the East of England. This not only denies them from reaching their full personal potential, but also represents a loss to the region's economic and social wellbeing. There is thus a strong social and economic rationale for actively promoting equality and diversity in all our policies and activities.

Our challenges as we seek to close the equality gap, eliminate discrimination and promote equality of opportunity and good race relations are to

- create and promote quality, sustainable employment opportunities
- encourage and enable a diverse range of people to take up and benefit from those opportunities
- increase employer understanding about the business case for diversity in improved productivity and market opportunities through enhanced reputation.

In December 2003, EEDA launched the Investing in Communities programme, an innovative approach to tackling inequalities and deprivation in the region.

Its core aims are

- To strengthen the co-ordination of strategic planning and investment in order to improve the impact of public service resources on reducing disadvantage
- To provide greater access and opportunity within the labour market
- To create the right conditions for enterprise to benefit disadvantaged communities
- To address the causes of disadvantage such as low skills and poor access to services

This is the first holistic community regeneration programme of its kind, intended to influence main-stream public service spending, as the Single Regeneration Budget (SRB) initiatives come to an end. It encourages partners to work together to gather the evidence base which will help identify need and inform their long-term action plans which will make a significant difference.

A key challenge for EEDA and its partners in setting long term race equality objectives for the region is to gather the evidence base to help us identify priorities for action. We also need to improve our programme monitoring process to enable us to measure the impact of our interventions on race equality. Furthermore, as we anticipate the implementation of the Commission for Racial Equality's regional strategy, their establishment of a regional hub in Cambridge and later, the establishment of the Commission for Equality and Human Rights, it is clear that we will be working with new strategic partners to address equality issues and we will be preparing to ensure our readiness for this. EEDA is committed to influencing its partners and ensuring that all EEDA-funded activity promotes race equality and the wider equality agenda.

The make-up of the region in respect of the low numbers of ethnic minority people in rural areas and the number of migrant workers and gypsies and travellers who live here, present particular challenges for promoting good community relations and providing services based on specific needs. EEDA will ensure that our programme delivery recognises and is responsive to these issues as well as the needs of all the region's people.

EEDA relies heavily on working collaboratively with and through its partners in delivering the regional economic strategy, and at the same time as reviewing our own practices, we will be considering the implications of our relationship with our suppliers and partnerships in promoting equality of opportunity.

1.4 Where is EEDA aiming to be?

EEDA contributes to the regional economic strategy by setting the strategic direction for the region's economic development and providing leadership by striving to become an exemplar organisation.

EEDA's operating styles are as:

- an **advocate** for the development of the region
- a **strategic navigator** influencing major strategic change
- a **convener** facilitating key regional partnerships
- an **expert**, consulting, advising and problem-solving
- an **innovator** of changes that others could not undertake
- a **commissioner** of investment programmes, joint ventures and sister organisations
- a **delivery manager** of projects and programmes in pursuit of the roles above

Our strategic race equality aims are

- to provide meaningful data which can be disaggregated (i.e. broken down to show statistics in relation to ethnicity, gender, disability, age etc.) to inform our policies and programmes
- to influence partners to work together in delivering the regional economic strategy to address the region's economic inequalities
- to promote equal opportunity and to reduce economic inequalities through our project delivery
- to lead by example and strive to become an exemplar organization in the field of race equality.

In order to achieve these aims, we will take action to ensure that we meet our public duty. The details of this are set out in action plan (annex 3).

In support of our race equality aims, we will take the following priority action;

- Include an equalities chapter in our annual report
- Use existing national data to define specific race equality goals and measures and monitor our performance against them
- Identify ways to develop the capacity of our sub-regional partnerships and sister organisations in promoting race equality
- Develop ways to develop a supplier diversity programme
- Promote race equality in all EEDA's brand activities and on the website.
- Develop our consultation process to better engage with people from the wide range of ethnic minority groups in the region

2. What have we done?

This section gives an account of what EEDA has achieved over the life of the first Race Equality Scheme and explains the process by which that Scheme was reviewed and revised.

2.1 Review of current scheme

As part of the process of preparing a revised Race Equality Scheme for 2005-2008, EEDA:

- Completed a performance assessment of progress made since the first Scheme.
- Used the Commission for Racial Equality (CRE) template to assess performance against the requirements of the public sector duty. Annex 1 shows a summary of EEDA's findings arising from this review and its performance assessment during 2003 -2005.
- Completed a review process to identify functions which are relevant to the public sector duty and to identify the main policies through which these functions are delivered.
- Used the CRE assessment grid to judge the relevance and priority of each policy against each part of the duty. This process included existing monitoring data, complaints information and the results of a staff survey. It also included initial comments obtained from five organisations in the region funded by the CRE and two regional networks of ethnic minority groups and community voluntary groups. A list of the organisations which provided initial views is included at Annex 2.

2.2 Key achievements during 2003-2005

Key highlights for this period include;

- The establishment of an equality and diversity officer group to help implement EEDA's equality and diversity plan
- Launch of the Investing in Communities programme as a specific measure to reduce and eliminate current economic inequalities and discrimination
- Widening EEDA's consultation network and securing more and better participation from black and minority ethnic groups, especially in the development of the regional economic strategy
- Providing the option of EEDA's public documents in other languages
- Providing core funding for a Minority Ethnic Network in the Eastern Region (MENTER) to build the capacity of groups operating in the voluntary and community sector
- Gathering, analysing and reporting workforce ethnic monitoring data to EEDA's Resources Committee

- Amending partnership agreements to include a specific reference to the need to meet the race equality duty
- Amending project appraisal and contracting arrangements to include a specific reference to the race equality duty
- Training 123 staff in equality and diversity awareness in 2004
- Training 17 key managers and heads of service in the public sector duty
- Providing equality awareness raising training to EEDA Board members

2.3 Reviewing EEDA's functions and policies.

Since the publication of the first Race Equality Scheme, EEDA's responsibilities have increased. These include responsibility for the Business Link contracts, management responsibility for the East of England Tourist Board, socio-economic responsibilities under the "modernising rural" agenda, the Research and Development grant (formerly SMART awards) and Selective Finance Initiative (formerly Regional Selective Assistance) available to companies. In response to these changes, EEDA has evolved from being a project-based organisation to that of strategic influencer and catalyst for change. A full review of EEDA's functions and policies as they relate to race equality was therefore timely.

This section summarises how EEDA approached the review process, the key stages that were completed and the outcome. More detail about the outcomes of the process are set out in part three, "What we are planning to do", together with a description of the action plan for 2005-8.

During April and May 2005 key EEDA staff completed a participative programme of work to review all functions and policies to identify and prioritise those which are relevant to the race equality duty. The process started with the delivery of two targeted half day workshops in which 17 staff, including heads of services and managers participated. The workshops presented the business case for race equality at EEDA and provided a briefing on EEDA's duties under the Race Relations Amendment Act 2000. It included a practical group exercise designed to produce a list of all EEDA's activities and classify each one as definitely relevant, possibly relevant or not relevant to the duty. The following eight key functions were identified as being relevant to the race equality duty;

- Setting regional direction and policy.
- Influencing stakeholders.
- Delivering EEDA's four core products.
- Procurement.

- Working with partnerships.
- Communications.
- EEDA as an employer.
- Corporate governance.

A subsequent one day workshop again with 17 managers comprised four concurrent sessions designed to;

- Identify the main policies and strategic activities that applied under each of the key functions.
- Place the policies and activities in order of priority for attention in the revised scheme by using a mixture of data, information and community feedback.
- Identify the key steps that should be included in the race equality scheme action plan in respect of the policies and activities. This included reviewing and carrying forward relevant outstanding actions from the original scheme.
- Identify how the key actions identified can be best mainstreamed within EEDA's planning and review process at the corporate, directorate/team and individual level.

In addition to drawing on the professional judgement of managers, the assessment process took account of information from the following sources;

- 2004 survey of staff and feedback from equality and diversity training
- feedback from community groups in the regions receiving direct support from the CRE
- Complaints received during the last three years. (None were received relating to race equality or racial discrimination).
- Existing statistical and monitoring data.

Part 3 What are we planning to do?

This section presents an overview of what EEDA is planning to do during 2005 - 2008 to meet its duty, and to mainstream race equality within the eight relevant functions identified in the race equality review. EEDA will also develop its leadership and influencing role in promoting race equality both within EEDA and externally. A detailed action plan is shown at annex 3.

3.1 Putting the Scheme into practice.

EEDA's management team has replaced the equality and diversity officer group, to provide the strategic lead in driving forward EEDA's Race Equality Action Plan. Chaired by EEDA's Chief Executive Officer, the management team comprises EEDA's chief executive group, directors and heads of service covering the following relevant functions:

- Communications
- Sustainable Development
- Implementation
- Skills
- Governance
- Human Resources
- Relationship Management
- Policy and Strategy
- Project Management
- Business East
- Inspire East

In addition, EEDA has appointed Karen Livingstone as the Board Champion for Equality and Diversity, and Peter Watson, Director-General Operations continues his role as EEDA's Chief Executive Group champion.

3.2 Impact assessment arrangements.

For regional strategies.

Where relevant policies and strategies are wholly owned by EEDA, EEDA will ensure that impact assessments are completed in proportion to their relevance to the race equality duty. Results will be published as assessments are completed and collated for an annual summary of EEDA's performance. EEDA's management team will monitor the progress being made in completing impact assessments.

In addition, EEDA will discuss with the East of England Regional Assembly (EERA) and the Government Office for the East of England, arrangements for undertaking equality impact assessments on relevant shared regional strategies.

For EEDA's proposed policies and strategies.

EEDA will identify what planned policy-related research and development work is relevant to the race equality duty and for which an impact assessment is needed. The manager leading on the relevant policy or strategy will be responsible for ensuring that a proportionate impact assessment is completed and will be supported in this by EEDA's Equality and Diversity Manager.

We will consult with staff through the Joint Staff Council on issues which will or could have an effect staff from the BME community.

For new project concepts and external project applications.

EEDA's sustainable development toolkit will be developed to include a more comprehensive section on equality and diversity. It is EEDA's intention to apply the sustainable development toolkit to all new project concepts and external applications for EEDA funding above a certain threshold. Where a project proposal concept is relevant to race equality;

- The relevant core product group which considers the proposal will be responsible for agreeing the arrangements for completing a proportionate equality impact assessment.
- The project manager will be responsible for ensuring that a race equality impact assessment is undertaken and the outcomes recorded.
- For monitoring and co-ordination purposes the performance management team will be responsible for collating a list of project proposals requiring a race equality impact assessment.
- Project appraisers will be responsible for ensuring that an adequate equality impact assessment has been completed.

3.4 Monitoring live policies, projects and programmes.

EEDA recognises the importance of determining if a policy, programme or project achieves the desired outcomes. In the context of race equality it is important to establish the extent to which a policy, programme or project is meeting EEDA's duty to promote race equality.

Our aim is for each of the core product teams and the functions identified as relevant to race equality to be responsible for setting race equality goals, introducing monitoring arrangements and reviewing statistical data and any qualitative feedback as part of the routine performance management process.

This management information will be collated and submitted twice yearly to the Chief Executive's Group.

3.5 Staff training.

As part of our aspiration to integrate equality and diversity as an underpinning principle and to support the implementation of the Race Equality Scheme, EEDA will ensure staff receive the appropriate training to equip them with the knowledge and skills to meet their responsibilities. To this end, EEDA will establish a programme of equality training as part of the corporate learning and organisational development programme and be commensurate with staff and managers' responsibilities.

EEDA will ensure that equality and diversity is integrated into the core competency framework which is currently being developed and implemented for staff. Promoting equality and diversity is already a behavioural statement included in the 360 degree appraisal framework. The content of existing training will also be reviewed for relevance to race equality and will be updated as required.

The equality training plan will include the provision of;

- Advice to all staff and board members on the Scheme and Action Plan and their responsibilities in implementing it
- impact assessment training for key staff
- training and support for staff responsible for undertaking policy reviews and communications
- a rolling programme of race equality awareness training for all new staff

3.6 Access to information and services.

EEDA is committed to providing access to information and services and seeks to be as open and accessible as possible both internally and externally. EEDA currently offers printed publications in a range of languages and formats. Much of EEDA's communication is conducted electronically but the organisation and management of events in the region also forms a key part of EEDA's corporate communication activities.

EEDA will review its publications, websites, sponsorship and events management to ensure inclusive access to information, services and opportunities to provide feedback on EEDA's performance by the BME community.

3.7 Employment duty.

EEDA's aspiration is to be an employer of choice and an exemplary equal opportunities employer in terms of recruitment and the employment experience. EEDA currently monitors job applicants, appointments and the workforce as a whole by race and gender. In addition EEDA operates a student placement scheme offering one year placements for students of higher education. Applicants and appointments to this programme are also monitored by ethnicity and gender.

EEDA has reviewed the HR data it collates, and will be using the ethnic monitoring categories recommended by the CRE, in line with all other RDAs. EEDA is committed to taking positive action where the data shows under-representation and/or a differential and negative impact on different groups of people. In order to meet the duty EEDA will enrich its data and strengthen the monitoring arrangements to cover

- Applicants for training and promotion
- Staff benefiting or suffering detriment as a result of performance assessment procedures.
- Staff involved in grievance procedures.
- Staff subject to disciplinary procedures/
- Staff ceasing employment with EEDA.

The results of the monitoring will be made public and staff will also receive the results through the Joint Staff Council.

3.8 Publishing the results of impact assessments, consultations and monitoring.

In line with the duty EEDA will publish the following information on the website and as part of the annual public reporting arrangements;

- A summary of the results of the impact assessments completed during the previous 12 months together with EEDA's response to the feedback and the action taken in light of it
- A profile of staff and Board members by ethnic background
- Workforce monitoring data covering all the aspects required under EEDA's duty
- Core product monitoring data showing performance against race equality goals

- A comment on procurement outcomes in terms of ensuring contractors are representative of the area from which businesses are drawn in respect of ethnic diversity
- Monitoring data showing performance against our customer service standards including any equality related complaints.

3.9 Dealing with complaints and inviting feedback

EEDA is committed to the principles of Service First. Our standards for customer service, information provision and value for money are based on best practice and support our aims of continuous improvement.

We welcome comments about the way we are meeting our duties under the Race Equality (Amendment) Act and other representations about race equality. We will ensure that all comments are given serious consideration and will review our service and identify any areas for improvement in the light of those comments. We will deal with all complaints fairly and as efficiently as possible consistent with that. We hope that in most cases, queries or complaints can be resolved quickly at a local level, but where this is not possible we have an established formal complaints procedure.

EEDA's performance officer monitors our standards of service and we provide reports to the Board and publish the results in our annual report.

Annex 1 Functions and prioritised policies relevant to the duty.

Functions	Policies
Setting regional direction and influencing stakeholders.	<ul style="list-style-type: none"> • Establishing an evidence base. • Developing strategy. • Regional Governance. • Policy-making. • Consultation. • Communication. • Lobbying and advocating.
Procurement and the delivery of EEDA's four core products*.	<ul style="list-style-type: none"> • Procurement of goods and services. • Project commissioning. • Project appraisal. • Project monitoring and evaluation. • Supply chain management. • Provision of information and Publications. • Composition of Advisory Boards.
Working with partnerships and Communications.	<ul style="list-style-type: none"> • Capacity building partnerships. • Commissioning of projects. • Project and programme management. • Events management. • Internal communication strategy. • External communication strategy.
EEDA as an employer and Corporate Governance.	<ul style="list-style-type: none"> • Recruitment and Selection. • Learning and organisational development. • Performance management. • Equal opportunities. • Overarching personnel policies. • Composition and structure of the Board. • Monitoring organisational performance.

* Business support, Investing in Communities, Regional Renaissance, Enterprise Hubs.

Annex 2 Race equality organisations contacted for initial views on the shape of the Race Equality Scheme.

Minority Ethnic Network Eastern England (MENTER)

Community and Voluntary Organisations Network Eastern England (COVER)

Huntingdon Housing Partnership.

Norfolk and Norwich Race Equality Council.

Watford Race Equality Council.

Cambridge Ethnic Minority Forum.

Peterborough Race Equality Council.

Essex Race Equality Council.

Ipswich and Suffolk Race Equality Council.

Bedford Race Equality Council.

In summary the issues raised relate to;

- Improving the level and quality of economic participation by mainstreaming equality into EEDA's programmes and improving access to opportunities offered through them.
- Improving the quality of economic participation by addressing ESOL (English as a second language) needs, particularly in relation to under-employment of the BME community.
- Improving the accountability of partnerships and other bodies. This was linked to empowering ethnic minority groups in relation to consultation, identifying needs, influencing service provision and decision-making especially in relation to funding.
- EEDA showing leadership by using its influence to promote the diversity agenda.

Annex 3 RACE EQUALITY 3-YR ACTION PLAN

Yr 1 2005-6

Key task	When it will be done by	Who is responsible for making it happen	Evidence of completion
Review of the Race Equality Scheme and the action plan drafted	31 October 2005	Equality and Diversity Manager and EEDA's equality champion	Draft Race Equality Scheme written
Review Equal Opportunities Policy	31 January 2006	HR Manager/ Equality and Diversity Manager	Revised policy in place
Review Harassment and Bullying policy	31 January 2006	HR Manager/ Equality and Diversity Manager	Revised policy in place
Issue/review written guidance on preparing the annual product delivery plans and team service plans in relation to race equality	31 January 2006 and annually thereafter	Equality and Diversity Manager	Guidance in place/reviewed
Review procurement policy in relation to race equality	31 January 2006	Head of Governance	Revised policy in place
Management Team to provide a strategic lead on equality and diversity, including race equality	28 February 2006	Chief Executive's Group.	Equality and diversity to be a regular standing item on the agenda of the Management Team meetings
Identify a Board equality and diversity champion	31 March 2006	CEX group/Board	Board champion nominated

Key task	When it will be done by	Who is responsible for making it happen	Evidence of completion
Revise project application and appraisal forms to include race equality targets	31 March 2006	Programme Resources Manager	New application and appraisal forms reflect race equality targets
Introduce race equality core outputs monitoring arrangements for EEDA-funded activities	31 March 2006	Programme Resources Manager	Core outputs relating to race equality available and able to be disaggregated
Present two progress reports to the Chief Executive and the EEDA Board	Twice yearly on-going	Equality and Diversity Manager.	Reports presented to the Board
Training to Management Team on the business case for equality impact assessment	31 March 2006	Equality and diversity Manager	Training event taken place
Arrange training to Investing in Communities co-ordinators on undertaking equality impact assessments	31 March 2006	Equality and Diversity IManager/liC team	Training event taken place

Year 2 2006-7

Key task	When it will be done by	Who is responsible for making it happen	Evidence of completion
Prepare framework for race equality impact assessment	30 April 2006	Equality and Diversity Manager	Framework in place
Review EEDA publicity material to ensure inclusive access and representation by the BME community	31 July 2006	Communications Manager/Marketing Manager	Review report presented to Management Group
Undertake race equality impact assessments on the existing relevant functions	31 July 2006	Heads of service	Race equality impact assessments in place and results published
Set up programme of new staff awareness raising training on race equality	31 July 2006	HR Executive and Equality and Diversity Manager	Training programme in place
Undertake race equality impact assessments on all new policies and activities	On-going	Heads of Service	Race equality impact assessments undertaken and results published
Establish support required by EEDA's sister organisations in undertaking their devolved race equality duties	31 July 2006	Lead Manager for relevant sister organisation	Report presented to management team
Develop key messages and an inclusive communication strategy to promote EEDA's race equality values	30 Sept 2006	Director of Communications	Communication strategy in place and key messages promoted
Include race equality dimension in EEDA's annual report	Autumn 2006	Head of Finance and Programme Management	Race equality dimension included in annual report

Key task	When it will be done by	Who is responsible for making it happen	Evidence of completion
Race Equality Scheme is integrated into EEDA's Equality and Diversity Strategy and Action Plan	30 September 2006	Equality and Diversity Manager	Equality and Diversity Strategy and Action Plan presented to EEDA Board
Strengthen the race equality dimension in the sustainable development toolkit	31 March 2007	Equality and Diversity Manager	Toolkit revised to incorporate race equality
Review recruitment and selection and appraisal data to identify any barriers to equal opportunities, and take action to tackle these	31 March 2007	HR Manager	Review report presented to management team
Gather staff ethnicity monitoring data in line with the Commission for Race Equality (CRE) categories	31 March 2007	HR Manager	Data reflects appropriate ethnicity categories
Identify targets for increasing participation by under-represented groups and action needed to support it (e.g. developing supplier diversity programme, supporting BME business awards)	31 March 2007	Heads of Service	Targets included in business planning process Planned activities identified
Agree a protocol with EERA and GO-East, for impact assessments to be undertaken on shared regional strategies	31 March 2007	Head of Strategy and Planning	Protocol in place

Yr 3 2007-8

Key Task	When will it be done by	Who is responsible	Evidence of completion
Review Action Plan, taking into account results of any impact assessments and any rolling programmes	30 April 2007	Equality and Diversity Manager/ Management Group	Action Plan reviewed.
Publish summary of results of Impact Assessment completed during the previous 12 months, and action planned. Invite feedback over 4-week period	30 September 2007	Equality and Diversity Manager/Heads of Service	Results published
Publish EEDA's response to feedback and any action taken in the light of it	30 November 2007	Equality and Diversity Manager/Heads of service	Response published