

Jobcentre Plus Race Equality Scheme 2005 to 2008



jobcentreplus

Including Jobcentres and
social security offices



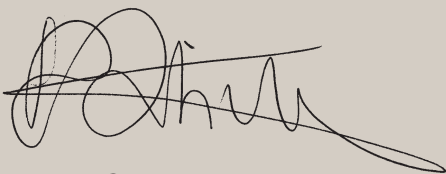
Foreword

As Jobcentre Plus Board Champion for Race, I am very pleased to provide the foreword to our Race Equality Scheme for the period from 2005 to 2008.

As you read through this document, I feel sure you will agree that we have achieved a great deal over the past three years to ensure that race equality becomes an integral part of our business, and is incorporated into our policies and functions.

We must, however, ensure we do not become complacent with what we have accomplished so far. We must continue to build on what we have done and mainstream race equality. Our Race Equality Scheme for 2005 to 2008 includes details of the action we plan to continue to progress on race equality for the benefit of our customers, our partners and staff working for Jobcentre Plus.

Jobcentre Plus' vision is to promote and build a society that is equal to all and to help eradicate social exclusion. We therefore have every reason to continue to work together with others to make this a success.



Lesley Strathie
Chief Executive

Background

Jobcentre Plus is an executive agency of the Department for Work and Pensions (DWP). We play a major role in supporting the Department's aim to "promote opportunity and independence for all".

Jobcentre Plus aims to provide work for those who can work, and support for those who cannot, by:

- Helping disadvantaged people into work, as a route out of poverty;
- Providing financial support as a safety net for people of working age while they are out of work;
- Addressing inequalities of opportunity;
- Protecting the integrity of the benefit system; and
- Working with employers and partners to address failure in the labour market.

By making our business a success, Jobcentre Plus will help the Government to realise its ambition to assist more people into employment than ever before and to ensure that the benefits of employment are distributed more fairly across the population.

Working in partnership with key stakeholders, and by focusing on the most disadvantaged people in the labour market, Jobcentre Plus will play a pivotal role in helping to reduce labour market inequalities, revitalise communities, and break the cycles of

deprivation that affect some individuals, groups and neighbourhoods - such as persistent low income, disengagement from the labour market and reduced life chances.

Overview of the Race Relations (Amendment) Act 2000

The Stephen Lawrence Inquiry Report identified "institutional racism" in one of Britain's main public services. Since then many authorities have reviewed their policies and procedures and are overhauling the way they work and think.

The Race Relations (Amendment) Act 2000 places a general duty on public authorities to promote race equality. This means that Jobcentre Plus needs to have due regard to the need to:

- Eliminate unlawful racial discrimination;
- Promote equal opportunities; and
- Promote good relations between people from different racial groups.

Jobcentre Plus must also:

- Prepare and publish a Race Equality Scheme (RES) covering policies and services every three years; and
- Monitor, by racial group, our staff and applications for jobs, promotion and training; how many of our people receive training; who benefits from and who is adversely affected by, performance appraisals; who is involved in grievance and disciplinary action; and who leave.

Our RES is a detailed and realistic plan that sets out how Jobcentre Plus intends to meet the duty of the Race Relations (Amendment) Act 2000, including how we:

- Monitor policies for any adverse impact they may have on promoting race equality;
- Assess, and consult on, the impact that policies we plan to introduce are likely to have on promoting race equality;
- Publish the results of assessments, consultation and monitoring;
- Train staff on the general and specific duties; and
- Ensure that the public have access to information and services.

DWP produced its first RES in May 2002, and a revised version was published in July 2003, which incorporated the Race Equality Scheme for Jobcentre Plus. Throughout the period 2005 to 2008 Jobcentre Plus will continue to take forward and progress the work that is already underway, ensuring that the priorities identified are built upon and new challenges incorporated.



Introduction to the Jobcentre Plus Race Equality Scheme

Jobcentre Plus is the largest agency within the Department for Work and Pensions (DWP). We currently have just over 75,000 employees who deliver services to around five million jobless people and a potential 1.23 million employers in Great Britain.

A strategic approach to service delivery

DWP, supported by Jobcentre Plus, has a strategy that details the three factors of ethnic minority labour market disadvantage – **human capital, geography and poverty**, and **the ethnic penalty**, which includes employer discrimination – and sets out a broad structure for ways to address these factors.

Crucially, the strategy seeks to address two key areas: -

- That **cross-departmental working** is fundamental to the development of a successful ethnic minority strategy; and
- That DWP/Jobcentre Plus should **target its services** where they are needed most.

Jobcentre Plus has played a major part in developing and implementing this strategy.

Some examples of this are shown as follows:-

- In the year ending March 2005 Jobcentre Plus significantly exceeded its ethnic minority ward job entry target by more than 20%, which means that 96,000 people from these areas were helped to find work;
- We improved our ability to deliver programmes and services through a comprehensive action plan and strategy to improve performance for ethnic minorities and to meet obligations under the Race Relations (Amendment) Act 2000;
- Specialist Employment Advisers have worked to make a business case for diversity with employers and open up vacancies to ethnic minority jobseekers;
- From 2004 an additional £8m in flexible fund was made available to target specific ethnic groups allowing a more flexible and intensive approach;
- On Ethnic Minority Outreach 9,000 individuals have started with 2,500 obtaining employment;

- A pilot scheme is to be run in six areas of high worklessness where many ethnic minority single earner families live. From October 2005 a new Work Search Payment (WSP) of £20 per week will be available to those in a family receiving Working Tax Credits (WTC) who are not working, who agree to join the enhanced New Deal for Partners (NDP) and who voluntarily agree to search actively for a job;
- The National Employment Panel's *Fair Cities* pilot, which will use employers vacancy requirements in specific locations (Birmingham, Brent and Bradford) to both meet business needs and to increase the numbers of disadvantaged ethnic minorities who enter and progress in work.
- Carry out an annual Customer Survey to obtain customer perceptions of our services and how we deliver them. Results from this years survey - which will include a separate evaluation looking in detail at the perceptions of customers from ethnic minorities - are due to be published in the autumn of 2005. Future Customer Surveys will be monitored to assess whether ethnic minority customers' perceptions of Jobcentre Plus services change;
- Have reviewed our Customer Complaints process with an external key stakeholder to identify any areas of perceived bias or racial inequality. The results of this review will be incorporated into the review of our Customer Charter which we plan to complete before the end of 2005;
- Developed a Race Equality Scheme (RES) Challenge Framework to ensure our front line offices are complying with the Race Relations (Amendment) Act 2000 (further details are contained on page 10) and consulting with ethnic minority communities. The framework was developed with input from key external stakeholders, and has been completed by offices within agreed timescales. A compliance check will be implemented within the next 12 months to monitor adherence to the framework and for best practice to be shared throughout Jobcentre Plus Districts;

In the period June 2002 to May 2005 Jobcentre Plus has made significant progress in mainstreaming race equality into all levels of our business, ensuring that the Race Relations (Amendment) Act 2000 is embedded into our processes and policy development. We have included some examples of how we have done this within the achievements section (page 8) of this document.

To ensure that we continue to take action to meet the duties of the Act we have put in place several mechanisms to enable us to review our progress on race equality. For example with customers we: -

- Published results of Race Impact Assessments on our external website for public information. This included details and assessment of a major restructuring of our Agency for the London area. Details can be found on www.jobcentreplus.gov.uk

And with our people we have: -

- Proactively consulted via an annual staff survey to identify any bias experienced by those from an ethnic minority. We will continue to analyse results to ensure equality for all staff;
- Exceeded the national economically active rate for ethnic minority groups of 7.8%. Overall, in Jobcentre Plus 10% of staff are of ethnic minority. To ensure that we continue to meet this target we will monitor staff numbers via our annual staff survey;
- Exceeded March 2005 Aspirational Targets to increase representation rates at Pay Bands C to E. New targets will be set for 2005 to 2008 by DWP. These targets will apply to Jobcentre Plus and will be reviewed annually by DWP to monitor achievement as the organisation becomes smaller and in view of any changes to the active economically population;
- Improved our staff ethnicity data. In 2003 we knew the ethnicity of 68% of staff, this has now risen to 88% and will continue to be reviewed annually;
- Embedded and evaluated our staff Race Diversity Networks;
- Raised managers' awareness of the Race Relations (Amendment) Act 2000 by producing a briefing pack which is available to all staff on our internal website; and
- Initiated action to update our Learning and Development products, which build on and integrate DWP Diversity products. The new products will be rolled out and made available to all staff during 2005.

The Work and Pensions Select Committee (WPSC), appointed by the House of Commons also scrutinises the services delivered by Jobcentre Plus, and other businesses of DWP. The latest report entitled *Department for Work and Pensions: Delivery of Services to Ethnic Minority Clients (Reference HC 268)* was published on 6th April 2005. This report can be viewed on the House of Commons website www.publications.parliament.uk/pa/cm/cmwoopen.htm or purchased from the Stationery Office Limited.

Any recommendations made by the committee are fully taken into consideration when looking to develop or enhance policies for customers or staff from ethnic minority communities. Throughout this document we have linked specific recommendations, where applicable, from the April report to what Jobcentre Plus has achieved so far and our plans for the future. We have highlighted where a recommendation has been included by including the abbreviation WPSC in bold, followed by the specific recommendation number, i.e. **WPSC 15**.

The sections that follow this introduction outline our achievements since June 2002, plus set out our future plans from this year, 2005, to 2008.



Jobcentre Plus Achievements from June 2002 to May 2005

Working with Customers

Ethnic Minority Outreach

The Ethnic Minority Outreach initiative was launched in April 2002 to engage with ethnic minority individuals and communities, and is concentrated in areas where there are large ethnic minority populations. In 2004/5 (to February), over 9,000 people had accessed outreach services, and over the same period, more than 2,500 outreach customers had gone on to find work. Of those finding work this year, 46% were Asian and 31% Black. Over half were not previously claiming benefits (**WPSC 22**).

Example

A customer had been visiting the Ethnic Minority Outreach provider Platinum Training for over ten months. They had entered the UK in 2000 and had not been able to find work since. The provider listened to the customer's previous work experience and identified that they were independent, resourceful and a determined individual. They had arranged many suitable interviews for the customer. However, although feedback was always positive, they had not been fortunate enough to be selected for a job.

The provider continued to work with the customer and identified a further vacancy that met the customer's needs. The customer attended an interview where the employer identified their potential and offered them a post immediately. They are now working as a full time trainee spot welder.

Ethnic Minority Flexible Fund

The Ethnic Minority Flexible Fund provides £8 million over the two years to April 2006 to allow Jobcentre Plus to put in place local innovative measures to assist ethnic minority people find work. It is available in Jobcentre Plus Districts that contain areas of high ethnic minority population, coupled with higher than average levels of unemployment. The fund encourages effective partnership working. So far, around 70 projects have been approved with the common aim of encouraging more ethnic minority customers to use Jobcentre Plus services.

Example

In October 2004 a double-decker bus was customised to deliver outreach services to 10 community sites in Leeds. The initiative aims to raise the profile of Jobcentre Plus by bringing together community groups, employers and unemployed customers. The service engages with customers who traditionally do not use Jobcentre Plus services and supports them into work through jobsearch advice and guidance, signposting to Jobcentre Plus programmes and submission to quality vacancies. To date 85 people have joined the initiative with 15 job entries being achieved, 4 of which have been sustained for more than 13 weeks.

Refugees

Jobcentre Plus gathers management information to monitor and review access to services to improve outcomes for refugees¹.

Following the publication by DWP of the *Working to Rebuild Lives: A Refugee Employment Strategy* we developed a Refugee Operational Framework, which supports staff in identifying and addressing key issues to assist refugees seeking employment and claiming benefits. It was developed in consultation with external and internal stakeholders and brings together relevant Jobcentre Plus guidance, signposting and supporting information and good practice. Our staff are able to access this information via an internal website **(WPSC 24)**.

¹ *This applies to all customers who have been granted refugee status and/or other leave to remain in the UK, through the asylum process. To avoid repetition of a lengthy definition of the different types of leave, we refer here to the overarching term Refugee. It is important to understand that in this context, the term refugee is not the strict interpretation applied by the Home Office.*

Example

Jobcentre Plus has been involved in exploring secure processes adopted by other government departments to improve customer service and, where possible, remove the need for refugees to attend a Jobcentre Plus office for the allocation of a National Insurance Number (NINO). A feasibility study conducted with the Immigration and Nationality Directorate (IND) of the Home Office explored such improvements. For example, refugees are notified of their NINO at the same time as they are served with their IND asylum decision documentation. This approach was adopted nationally from 5 April 2004 and was extended from November to include those refugees whose asylum applications are successful at the appeal stage.

Race Equality Scheme (RES) Challenge

In April 2004 all Jobcentre Plus District Managers were presented with the RES Challenge Framework. By meeting the Challenge, District Managers will ensure that they are complying with the Race Relations (Amendment) Act 2000. The framework comprises of a series of questions with supporting guidance and best practice. In formulating the RES Challenge, Jobcentre Plus consulted with staff and external customer representative groups to ensure that the product encompassed the Race Relations (Amendment) Act 2000 in relation to the services we provide. All District Managers have confirmed that they have met the Challenge. Our plan (page 25) provides detail of how this work will continue to be progressed.

Example

Following on from the introduction of the RES Challenge we have produced and issued guidance for our staff to support them in their work with Gypsies and Travellers, as well as the organisations that represent these communities.

To ensure a consistent approach to working with these communities Jobcentre Plus has consulted with other agencies within DWP.

Monitoring

Jobcentre Plus continues to gather and monitor the ethnicity and outcomes of customers accessing our services and participating in a range of programmes and initiatives designed to specifically help them overcome barriers e.g. Ethnic Minority Outreach, New Deals and Ethnic Minority Flexible Fund. Information is obtained from the customer, on a voluntary basis, at a Work Focused Interview that takes place for all Jobseeker's Allowance claims, and is being rolled out to claimants of other benefits **(Wpsc 6)**.

Information collated is recorded using the 2001 census categories and informs our current and future policy development and delivery to customers.

Translation and Interpreter Services

To enable and ensure that customers claiming all working age benefits have access to adequate information, Jobcentre Plus produces leaflets and supporting material in alternative languages and provides interpreter services for both face-to-face and telephone interviews as appropriate.

We are aware that the ethnic diversity of the communities we serve are constantly changing therefore to ensure continuous improvement and value for money we have internally reviewed both our policy for translation of written materials and provision of interpreter services. Details of how we intend to take forward recommendations from both reviews are included in our plan at page 18 **(Wpsc 17 and 18)**.

Delivery of Benefit Services

We ensure that Jobcentre Plus staff are fully trained, via differing media including classroom based and e-learning products, and have access to appropriate supporting guidance to enable them to advise customers of their correct benefit entitlement and any associated criteria, for example verification of identity. Where cases are more complex, i.e. verification of marriage, guidance is clear on how submit to specialised units for further investigation **(Wpsc 8)**.

Working with Partners.

Consultation Standards

The Jobcentre Plus Consultation Standards were developed and issued to all staff in Jobcentre Plus to provide clarity on the standards expected when liaising and consulting with organisations that work with and represent our customers.

By ensuring we approach consultation in a consistent manner we are able to raise confidence in our services and improve the way we develop policies by considering views, evaluating outcomes and providing feedback.

Procurement

We have made enhancements to the contract management process dealing with providers' performance on delivering equality of opportunity, including race equality, through the Jobcentre Plus continuous improvement and self-assessment policies. Self-assessment provides a living document to identify and drive improvement action, similar to the Excellence model.

In addition to this, external inspection (Wales and England only) provides further independent assurance, as equality of opportunity is a primary area for inspection. This approach results in minimum impact on the contract management processes and introduces a greater focus on the Race Relations (Amendment) Act 2000 and other areas of potential discrimination.

We have agreement within Jobcentre Plus to make changes to our procurement processes and policies. Details of these changes are included in our plan at page 25.

Partnerships

Using the Commission for Racial Equality (CRE) guidance, Jobcentre Plus has reviewed how it works with partner organisations. Through progressing and completing the RES Challenge we have already established where we need to develop our working relations with partnership organisations to incorporate the Race Relations (Amendment) Act 2000 in our joint plans to deliver services to ethnic minority communities.

Working with Employers.

Specialist Employment Advisors

Specialist Employment Advisors were introduced in March 2004 to reduce the employment gap between the overall employment rate and that for ethnic minorities. The Pilot has been funded for 2 years and will continue until March 2006.

The overall objective of the Pilot is to:

- Increase Ethnic Minority access to, and take up of Jobcentre Plus programmes;
- Work with community groups to help connect local employers to a more diverse pool of prospective employees;
- Identify, test and evaluate new approaches to removing barriers that maintain the 17% employment gap; and
- Establish evidence that supports recommendations for mainstreaming products and services that are proven to meet the needs of ethnic minority jobseekers and employers.

To date the Specialist Employment Advisors have carried out visits to 635 employers and 861 Community Organisations, which has attracted 1470 additional vacancies that have been placed with Jobcentre Plus.



Example

When the Royal Bank of Scotland discussed with Jobcentre Plus its difficulties in recruiting for staff, we were able to put our specialist knowledge into action.

Jobcentre Plus Specialist Employment Advisors highlighted past recruitment problems and developed a detailed action plan to address the issues.

Working in conjunction with the bank, the Specialist Employment Advisors organised two local job fairs in Birmingham to engage the local ethnic minority communities in the recruitment drive. They worked with local community organisations to advertise and support the fairs by informing and encouraging the community to attend and discuss the range of job opportunities available.

99% of those people who attended the job fairs were from ethnic minority communities, with 15 finding employment with Royal Bank of Scotland.

Employer Diversity Managers

The aim of Employer Diversity Managers is to promote to employers a positive perception of ethnic minority customers. They engage with the top 100 national employers who use Jobcentre Plus services to advise and work with them to open up employment opportunities to wider groups of individual customers who are under represented in the labour market.

Example

First Bus wanted to recruit a more diverse workforce. Jobcentre Plus Diversity Managers assessed what processes First Bus had in place with regards to diversity and specifically Recruitment and Selection.

The assessment highlighted a number areas for improvement, for example;

- Diversity Awareness for existing Senior Managers/Managers with responsibilities for Recruitment and Selection;
- The need to network and build relationships, with local Ethnic Minority community groups/media/radio/newspapers;
- Vacancy campaigns to be translated into various alternative languages; and
- The need to develop Managers with regard to understanding the different religious symbols and festivals.

The majority of the work has now been completed, with some ongoing, and results are slowly coming through with more applicants securing jobs, better networking links with local community groups, and translation of vacancy leaflets into various ethnic minority languages.

Discrimination

During the period May 2002 to April 2005 Jobcentre Plus successfully dealt with 246 cases where an employer has approached us to advertise a vacancy that may have been perceived as unlawfully discriminatory in regard to race.

Whilst working with and advising employers we also liaise with the Arbitration Conciliation and Advisory Service (ACAS), the Commission for Racial Equality and our internal legal department to ensure we are actively meeting and promoting the duty of the Race Relations (Amendment) Act 2000.

Working with Staff.

Human Resource Jobcentre Plus is supported by DWP Human Resource (HR) policies and Learning and Development systems. DWP provide Jobcentre Plus with staff monitoring data and lead on review of policies, some of which is available through a new IT system. As the Corporate systems are modernised and developed so our capacity to analyse data on an ongoing basis will be extended. More detail on these systems is included in the corporate DWP Equality Scheme, which can be viewed at www.dwp.gov.uk. Until these new systems are available professional researchers in DWP have produced particular analyses and clerical systems that provide an interim solution.

Jobcentre Plus staff receive a language allowance if they use their language skills for 25% of their time in their normal duties or on average four times a month. This is a DWP Policy, which Jobcentre Plus abides by **(WPSC 20)**.

Aspirational Targets

In 1999 the Government introduced a new programme of Civil Service reforms aimed at securing, among other things, a dramatic improvement in diversity. It was decided to set equality targets reflecting the specific aim of improving the representation of women, people from ethnic minority groups and disabled people.

Cabinet Office advised that the proportion of people from ethnic minority groups within the economically active population should be used as the principal starting point for comparing representation within Jobcentre Plus with that of the population as a whole.

Details of our progress against this target are as follows:-

Grade	Target to March 2005	Achieved to March 2005
Senior Civil Service (SCS)	4%	2.1%
Band G	3%	2.2%
Band F	3%	2.3%
Band E	3%	4.0%
Band D	4%	5.7%
Band C	6%	10.2%

We have achieved good progress against our targets for staff in Bands C, D and E and the overall representation rate now exceeds that of ethnic minority people in the community of working age but there is clearly scope for increasing representation at the higher levels in the organisation.

Included in our plan at page 25 are steps we intend to take to enable further progress. New targets will be set for 2005 to 2008 by DWP. These targets will apply to Jobcentre Plus and will be reviewed annually by DWP to monitor achievement as the organisation becomes smaller and in view of any changes to the active economically population. Jobcentre Plus will continue to monitor our progress in meeting these targets **(WPSC 43)**.

Staff Ethnicity Survey

Following a staff ethnicity survey in 2004 Jobcentre Plus now knows the ethnicity of approximately 88% of our people. We will ensure that our monitoring arrangements keep this information accurate and up to date by assuring the completion and collation of data in all processes: - training and development, appraisal, promotion, and recruitment **(WPSC 43)**.

Race Diversity Network

Our Race Diversity Network groups are now well established and working at District, Regional and National level. The groups meet regularly to consider and progress race issues as they impact on our people and customers. They monitor and advise on policies and practices. At national level a Board member sponsors the group and acts as Champion.

Manager's Briefing Pack

A Manager's Briefing Pack was developed to enable Jobcentre Plus managers to raise awareness of the Race Relations (Amendment) Act 2000 and help them to inform all staff of the new duties and requirements of the Act.

From May 2005 the briefing is included in the Jobcentre Plus induction programme for new entrants.

Jobcentre Plus received several awards at the prestigious British Diversity Awards 2005.

Example

Jobcentre Plus achieved:

- GOLD Award for our Accessing Ability Programme;
- GOLD Award for our 20:20 Initiative; and,
- SILVER Award for Diversity Manager of the Year

We were also nominated for and short listed as finalists in several other award categories.

Example

The 20:20 Initiative is a competency based coaching and mentoring programme aimed at staff in the Junior Executive grade in the London area that have the potential to progress to a more senior level.

In addition to meeting with a mentor, participating staff are assigned development tasks and are given the opportunity to attend conferences to widen their knowledge of the Agency.

In eight months during 2004, 10 out of 20 participants were successfully promoted; 8 of the 10 were from ethnic minority background.

Building on the success of the scheme a further programme, the 40:40 Initiative was subsequently developed for Administrative level staff with the potential to progress a higher grade.

Learning & Development

Our DWP colleagues have developed a Diversity Toolkit for use across the Department, including Jobcentre Plus. This forms a basic level of learning and awareness for our staff in relation to diversity issues and is regularly updated.

During 2004, we worked in partnership with external experts to carry out an analysis of existing Jobcentre Plus Diversity and Equality products. This analysis identified additional learning needs specific to Jobcentre Plus to support the race equality agenda. New and revised blended learning products will be tested and rolled out during 2005 **(WPSC 10)**.

Implementing Governance

Race Impact Assessments

An important part of an organisations duty under the Race Relations (Amendment) Act 2000 is its approach to conducting Race Impact Assessments. In Jobcentre Plus we have devoted considerable time and effort on getting this aspect of our duty right.

The process of applying race impact assessments could be seen as three stages:-

Stage 1: Every day decision-making. This includes the numerous decisions taken on a day-to-day basis. For example agreeing a car parking policy in one of our local offices, or taking an initial view of what work is required to develop an aspect of new policy. In all cases we consider if the decision impacts on race, where it does we move on to the next stage, screening.

Stage 2: Race Impact Screening. An initial assessment based on currently available data is made and a decision taken on whether there is potential for a differential adverse impact. Where there appears to be one we move on to a full Race Impact Assessment.

Stage 3: Race Impact Assessment work is undertaken to resolve the issue, with further data obtained where necessary.

To aid this process we have developed our own Race Impact Assessment Tool in a similar format to the RES Challenge Framework. The tool is split into two sections, a screening and full assessment, which consists of a series of questions, supported by guidance and examples. When used the tool allows managers at all levels in Jobcentre Plus to assess proposed changes that may have an adverse impact on our staff and customers.

The tool also ensures that consultation takes place with customers, their representatives and Jobcentre Plus staff at a national, regional and local level regarding proposed changes.

By following this approach we have integrated race equality thinking into our processes, functions and everyday operations. Full Race Impact Assessments are therefore quite rare, but where they are carried out we will publish details. For example details of an assessment carried out in our London Region have recently (June 2005) been published and is available to view on our website (www.jobcentreplus.gov.uk) **(WPSC 11)**.

Example

To ensure staff fully understood and utilised the Race Impact Assessment Tool a series of workshops were delivered, in partnership with an external firm of solicitors, to reiterate to staff Jobcentre Plus' legislative duty under the Race Relations (Amendment) Act 2000 and the importance of carrying out RIA's. Staff were presented with case studies, and supported through the process of applying the relevant legislation to complete an assessment.

Business Planning To ensure race equality is embedded throughout all levels of Jobcentre Plus (i.e. National, Regional and District tiers) Diversity and Equality duties and legislation have been incorporated in the business planning process along with specific reporting requirements. This includes the need for offices to identify specific race equality priorities, report against the number of Race Impact Assessments conducted and incorporate these in to their business plans and when reporting against progress made.

Our Future Plans – June 2005 to May 2008.

Government announcements regarding the reshaping of Civil Service departments will have an impact on the way Jobcentre Plus delivers its services in the future. In meeting the efficiency challenges set by Government, Jobcentre Plus will ensure that it continues to support ethnic minority customers and staff, and complies with legislation.

It is important that our RES for 2005 to 2008 is also associated with the Jobcentre Plus Business Targets and Priorities. The targets and priorities for 2005 to 2006 are detailed below. Information on our targets and priorities for 2006 to 2007, and 2007 to 2008 will be detailed in our RES Progress Report that we will publish annually.

Jobcentre Plus Targets 2005 to 2006

Target	Description
Job Entry	To achieve a total points score of 6,659,148 based on the job entry outcomes Jobcentre Plus achieves.
Monetary Value of Fraud and Error (MVFE)	By March 2006 to reduce losses from fraud and error in working age Income Support and Jobseeker's Allowance to no more than 5.2% of the monetary value of these benefits paid during the year.
Employer Outcome	At least 84% of employers placing their vacancies with Jobcentre Plus will have a positive outcome.
Customer Service	To achieve an 81% customer service level in the delivery of the standards set out in the Customers and Employers Charters.
Business Delivery	To ensure that specified key Jobcentre Plus business processes are delivered efficiently, accurately and to specified standards in 90.3% of cases checked.
Unit Cost	To improve the efficient delivery of services (linked outputs and activities to costs).

Jobcentre Plus Business Priorities 2005 to 2006

Priority 1: Transforming for customers

- Provide new services in new offices, focusing on priority customers
- Complete roll-out of integrated offices and contact centres
- Start to centralise benefits processing
- Modernise management and support structures
- Introduce new internet services for customers
- Adopt a national delivery model for employers
- Introduce the New Deal for Skills with the Learning & Skills Council
- Continue to develop relationships with our partners

Priority 2: Delivering services more efficiently & effectively

- Increase productivity and reduce unit costs
- Reduce staff and non staff costs
- Introduce standard ways of working
- Ensure our people are located in the best place for our priority customers
- Improve Job Entry validation
- Improve compliance with procedures
- Increase the take up of e-services

Priority 3: Delivery of performance

- Achieve targets
 - Job entry
 - MVFE
 - Employer Outcomes
 - Customer Service
 - Business Delivery
 - Unit Costs
- Achieve Key Management Indicators (KMI's) - including attendance management
- Reduce variation in performance

Jobcentre Plus Business Priorities 2005 to 2006 (continued)

Priority 4: Delivering the Values through our people

- Improve the skills of our people
- Listen and respond through the DWP staff survey
- Working together – introduce new ways of working for our new business
- Communicate with our people about how the business will change
- Communication Strategy / Framework

DWP Aspirational Targets (as referred to on page 16) are in the process of being agreed, details will be published in our Annual RES Progress Report.



Future Plans - June 2005 to May 2008.

To ensure Jobcentre Plus continues to mainstream race equality in all aspects of our business we have developed the following plan, detailing our activities and outcomes we aim to deliver over the next three years.

Please Note: The information included in this plan is correct at the time of publishing. Due to the current reorganisation of the Agency information and/or timescales may change. Any amendments to the plan will be included in the annual RES Progress Report published by Jobcentre Plus.

The Targets and Priorities included in the plan are applicable for 2005 to 2006 only. As Jobcentre Plus reviews both of these areas each year we will provide updated information in our annual RES Progress Report.



Description	Steps to Achieve	To be Achieved By (Date)	Associated Target / Priority
<p>Employer Diversity Managers will work with and support employers in creating and retaining a diverse workforce.</p>	<ul style="list-style-type: none"> ● Jobcentre Plus will work with employers to examine and provide support on recruitment and retention policies. ● We will promote the benefits of a diverse workforce to employers. ● We aim to increase the number of vacancies placed with and filled by Jobcentre Plus. 	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<ul style="list-style-type: none"> ● Job Entry Target ● Employer Outcome Target ● Business Priorities 1,2 and 3
<p>Specialist Employment Advisors will (pilot to March 2006) contribute to community cohesion and social inclusion by improving the employment opportunities for ethnic minority communities by encouraging, facilitating and implementing change in the employment arena.</p>	<ul style="list-style-type: none"> ● Specialist Employment Advisors will provide outreach in areas of high ethnic minority population to encourage these communities to access Jobcentre Plus services. ● Working alongside Employer Diversity Managers, Specialist Employment Advisors will work with employers to promote the benefits of employing a diverse workforce. 	<p>Ongoing – Pilot to be reviewed in March 2006</p>	<ul style="list-style-type: none"> ● Job Entry Target ● Employer Outcome Target ● Business Priorities 1,2 and 3

Description	Steps to Achieve	To be Achieved By (Date)	Associated Target / Priority
<p>Fair Cities is a pilot currently being developed in 3 areas by the National Employment Panel. The pilot aims to connect people from disadvantaged ethnic minority communities with employer demand for job-ready candidates and skills, increasing employment opportunities.</p>	<ul style="list-style-type: none"> ● We aim to increase the number of disadvantaged ethnic minority customers who gain steady work and new careers. ● We aim to meet employer demand for job-ready candidates. ● We will encourage fair and effective employer recruitment and promotion practices. ● We aim to increase the responsiveness of the employment and skills system to business and ethnic minority needs. 	<p>Ongoing – Pilot to be reviewed in March 2006</p>	<ul style="list-style-type: none"> ● Job Entry Target ● Employer Outcome Target ● Customer Service Target ● Business Priorities 1, and 3
<p>Support the 272 Local Authority Wards that have 3 times the national average ethnic minority population and 1.5 times the national unemployment rate.</p>	<ul style="list-style-type: none"> ● We will take in to consideration recommendations made by the Ethnic Minority Business Focus Group. ● We will promote best practice in delivering services to ethnic minority customers. 	<p>Ongoing</p> <p>Ongoing</p>	<ul style="list-style-type: none"> ● Job Entry Target ● Customer Service Target ● Priorities 1, 2 and 3

Description	Steps to Achieve	To be Achieved By (Date)	Associated Target / Priority
<p>Jobcentre Plus will work with employers accessing our services to place vacancies to ensure they are not discriminatory</p>	<ul style="list-style-type: none"> We will work with employers to ensure that vacancies placed are not unlawfully discriminatory, providing guidance and advice as appropriate. We will issue guidance to support staff working with employers to ensure delivery of a high level of customer service. 	<p>Ongoing</p> <p>June 2005</p>	<ul style="list-style-type: none"> Employer Outcome Target Customer Service Target Priorities 2, 3 and 4
<p>Ethnic Minority Flexible Fund will be piloted until March 2006, in areas of high ethnic minority population, coupled with higher than average levels of unemployment.</p>	<ul style="list-style-type: none"> Jobcentre Plus Districts with high ethnic minority populations will be encouraged to pilot and introduce local innovative ideas to move ethnic minority customers closer to and in to the labour market. 	<p>Ongoing – Pilot to be reviewed in March 2006</p>	<ul style="list-style-type: none"> Job Entry Target Employer Outcome Target Customer Service Target Business Delivery Target Priorities 1, 2 and 3
<p>Ethnic Minority Outreach will be delivered in areas of high ethnic minority population.</p>	<ul style="list-style-type: none"> Customers from high areas of ethnic population will be encouraged and supported to access Jobcentre Plus services, ensuring they can move closer to the labour market. 	<p>Ongoing</p>	<ul style="list-style-type: none"> Job Entry Target Employer Outcome Target Customer Service Target Business Delivery Target Priorities 1, 2 and 3

Description	Steps to Achieve	To be Achieved By (Date)	Associated Target / Priority
<p>Jobcentre Plus will monitor and review they way we deliver information and access to services, including interpreter services and production of written material.</p>	<ul style="list-style-type: none"> ● The newly reported DWP Communication Standards on translation of leaflets will be used to inform how and which languages written material will be produced in. ● Jobcentre Plus will implement recommendations identified in the internal review of Interpreter Services to ensure the needs of customers and representatives from ethnic minority communities are met, whilst delivering value for money. ● We will investigate the development of a language marker for appropriate IT systems to identify customers with ongoing language support requirements (WPSC 19) 	<p>March 2006</p> <p>November 2006</p> <p>March 2006</p>	<ul style="list-style-type: none"> ● Customer Service Target ● Business Delivery Target ● Unit Cost Target ● Job Entry Target ● All Priorities
<p>The Jobcentre Plus Customer Charter will be reviewed to ensure equality for all.</p>	<ul style="list-style-type: none"> ● A review of the current Customer Charter will be carried out to develop agreed standards that reflect the needs of all our customers. ● We will consult with key stakeholders, staff and customers to ensure that the views and needs of all groups are reflected in any changes. 	<p>October 2005</p> <p>Ongoing</p>	<ul style="list-style-type: none"> ● Customer Service Target ● All Priorities

Description	Steps to Achieve	To be Achieved By (Date)	Associated Target / Priority
<p>Jobcentre Plus will evaluate services delivered to ethnic minority customers via results obtained through customers surveys and feedback.</p>	<ul style="list-style-type: none"> ● Jobcentre Plus will consult with customers and representative groups from ethnic minorities. ● Where appropriate, action will be taken to implement recommendations to enhance or improve our services. ● Following the results of the Customer Satisfaction Survey we will consider recommendations and report against them. 	<p>Ongoing</p> <p>Ongoing</p> <p>2006</p>	<ul style="list-style-type: none"> ● Job Entry Target ● Employer Outcome Target ● Customer Service Target ● Business Delivery Target ● Priorities 1, 2 and 3
<p>Jobcentre Plus will Race Impact Assess all proposed policies, functions and changes.</p>	<ul style="list-style-type: none"> ● We will ensure Race Impact Assessments (RIA) are undertaken when changes are identified to service delivery and our people. ● We will consult with customers, representative groups and staff. ● We will evaluate and, if appropriate to the business needs, implement any changes identified. ● We will publish the results of our Impact Assessments ● We will continue to provide staff with training workshops during 2005 to ensure they effectively utilise the RIA Tool 	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>December 2005</p>	<ul style="list-style-type: none"> ● Customer Service Target ● Priorities 1, 2, and 4

Description	Steps to Achieve	To be Achieved By (Date)	Associated Target / Priority
	<ul style="list-style-type: none"> ● Throughout the Operational Year 2005 to 2006 all Regions will publish details of RIAs carried out as well as reporting (quarterly) the number they complete through our business planning process. 	2005 to 2006	
<p>Jobcentre Plus will mainstream race equality into all areas of service delivery in frontline services, building on the RES Challenge.</p>	<ul style="list-style-type: none"> ● Staff will consult and work with customers and representative groups from ethnic minority communities to improve access to services. ● Jobcentre Plus will monitor progress in meeting the responsibilities under the duties of the Race Relations (Amendment) Act 2000. ● All proposed changes will be impact assessed against race equality. 	<p>Ongoing</p> <p>From July 2005</p> <p>Ongoing</p>	<ul style="list-style-type: none"> ● Customer Service Target

Description	Steps to Achieve	To be Achieved By (Date)	Associated Target / Priority
<p>Jobcentre Plus will review and develop the way in which it monitors and develops systems gathering ethnicity data.</p>	<ul style="list-style-type: none"> ● Guidance will be issued to help staff analyse information following amendments to information technology (IT) systems. ● We will monitor IT systems / collation methods and seek continuous improvement. ● We will review processes for gathering ethnicity data for customers accessing Habitual Residence Testing and Social Fund discretionary decisions (WPSC 7). ● We will monitor ongoing and episodic contact, usage and satisfaction or complaints via: <ul style="list-style-type: none"> - Customer and staff surveys and feedback; - Consultation; - HR Policies and Programmes; - Race Impact Assessments reported through our Business Planning Process; and - Continuation of our RES Challenge Frameworks. 	<p>September 2005</p> <p>Ongoing</p> <p>December 2005</p> <p>Ongoing</p>	<ul style="list-style-type: none"> ● Priorities 2 and 4

Description	Steps to Achieve	To be Achieved By (Date)	Associated Target / Priority
<p>Jobcentre Plus will mainstream race equality into all areas of our National Tier business via a RES Challenge Framework.</p>	<ul style="list-style-type: none"> We will develop a new framework to raise staff awareness at the National Tier of Jobcentre Plus duty with regard to the Race Relations (Amendment) Act 2000 that will allow us to baseline all areas of business. 	<p>October 2006</p>	<ul style="list-style-type: none"> Priorities 1 and 4
<p>To ensure that our procurement policies and functions do not discriminate on grounds of race we will review and implement changes where appropriate.</p>	<ul style="list-style-type: none"> We will ensure race equality is part of our Provider pre-qualification accreditation system. We will change our Invitation to Tender (ITT) to include a statement on race equality. We will change Provider Terms and Conditions to incorporate race equality. We will maintain equality via a Jobcentre Plus Quality Monitoring Strategy. 	<p>October 2005</p> <p>July 2005</p> <p>September 2005</p> <p>July 2005</p>	<ul style="list-style-type: none"> Job Entry Target Business Delivery Target Priorities, 1, 2 and 4
<p>Jobcentre Plus will work in partnership with external stakeholders to meet the needs of ethnic minority communities.</p>	<ul style="list-style-type: none"> Supporting guidance will be introduced to ensure a consistent approach is adopted to encourage partnership working with ethnic minority representatives, groups and communities. 	<p>February 2006</p>	<ul style="list-style-type: none"> Priority 1

Description	Steps to Achieve	To be Achieved By (Date)	Associated Target / Priority
	<ul style="list-style-type: none"> ● We will forge joint agreements with other government departments to agree lead responsibilities. ● We will work proactively with other organisations to deliver services to ethnic minority customers; ensuing staff have access to and receive appropriate training and support. 	<p>Ongoing</p> <p>Ongoing</p>	
<p>Jobcentre Plus will review and develop learning products to ensure staff are fully equipped to advise and support customers from ethnic minority communities</p>	<ul style="list-style-type: none"> ● We are developing Jobcentre Plus products to support our people in delivering the race equality agenda. The proposed products are: <ul style="list-style-type: none"> ● A revised Induction Programme with improved coverage of Diversity & Equality ● Open learning material on Employment Legislation, and Customer Groups ● Facilitated learning titled 'Managing Diversity in the Workforce' and 'Valuing Diversity'. ● In developing these products, we will consult with stakeholders within the business, including the Race Network Groups. 	<p>Products will be developed and rolled out throughout 2005.</p>	<ul style="list-style-type: none"> ● Job Entry Target ● Employer Outcome Target ● Customer Service Target ● Business Delivery Target ● Business Priorities 2,3 and 4

Description	Steps to Achieve	To be Achieved By (Date)	Associated Target / Priority
	<ul style="list-style-type: none"> ● These products, together with the Diversity Toolkit, will form a routeway of learning in race equality, cultural awareness and diversity to enable staff and their managers to identify Diversity and Equality learning requirements. ● We shall continue to evaluate and make improvements to all diversity and equality products, taking account the findings from the evaluation of the Diversity Toolkit. 		
<p>Jobcentre Plus will make a positive contribution to the achievement of DWP 2005 to 2008 Aspirational Targets and increase the representation rates of ethnic minority staff at higher grades (WPSC 3).</p>	<ul style="list-style-type: none"> ● Ensure use of Cabinet Office, DWP and Jobcentre Plus development and positive action schemes. ● As we move forward through a major re-organisation we will ensure that we monitor staffing data, which will feed into Race Impact Assessments. ● We will assess options in the event of adverse or differential impact being identified in a Race Impact assessment (WPSC 5). ● We will review, with DWP, progress against targets and options for action. 	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<ul style="list-style-type: none"> ● DWP Aspirational Target.

Description	Steps to Achieve	To be Achieved By (Date)	Associated Target / Priority
<p>Jobcentre Plus will contribute to the review of DWP staff policies and procedures to ensure fairness with respect and promotion of race equality (WPSC 4).</p>	<ul style="list-style-type: none"> ● Alert DWP to emerging issues and actively contribute to the review of policies. ● Input to the development of a new DWP IT system to monitor to produce better staffing and monitoring statistics. ● Produce action plans for Jobcentre Plus as appropriate dependant on the outcomes of the review process. ● Review relevant Jobcentre Plus monitoring statistics. 	<p>May 2006</p> <p>2005 to 2006</p> <p>As required</p> <p>Ongoing</p>	
<p>Jobcentre Plus will monitor the views of ethnic minority staff through the DWP annual people survey</p> <p>Jobcentre Plus will support the development of staff from ethnic minority groups to prepare for work at higher grades.</p>	<p>The Jobcentre Plus annual people survey will be segmented by race .The Staff Race Network group will lead and flag issues for progression to the appropriate policy team.</p> <p>We will ensure that Cabinet Office, DWP and Jobcentre Plus positive action schemes and other development schemes are promoted in Jobcentre Plus</p>	<p>Annually</p> <p>Ongoing</p>	<ul style="list-style-type: none"> ● Priority 4 ● Priority 4
<p>Jobcentre Plus will review our functions and policies.</p>		<p>May 2008</p>	<p>All Targets and Priorities</p>

Putting the Race Equality Scheme into Practice

Our internal Race Equality Scheme Implementation Group (RESIG) steers the development and implementation of the Race Equality Scheme on behalf of the Jobcentre Plus Executive Board. The membership of this group has been reviewed to ensure that all aspects of Jobcentre Plus business are equally reflected and influence policy development.

A separate internal group, the Diversity in Service Delivery Steering Group (DSDSG) has also been introduced to, amongst other things, oversee the RESIG and ensure that mainstreaming of all diversity strands is considered as the next logical step forward for Jobcentre Plus.

Publishing Results

Each year Jobcentre Plus publishes an annual RES Progress Report. Progress towards implementing the Race Equality Scheme is included in this document, including details of:

- Race Impact Assessments;
- Consultations and monitoring exercises conducted; and
- An update of our plan.

We will review and re-publish the Jobcentre Plus Race Equality Scheme in 2008.

Accountability

The Chief Executive of Jobcentre Plus is accountable for ensuring that all its policies and services are compliant with the Race Relations (Amendment) Act 2000. This responsibility is discharged through Jobcentre Plus Directors and Field Directors who provide strong leadership in promoting race equality and ensuring the principles of the legislation govern all aspects of policy development, human resources and service delivery. This ensures that in mainstreaming race equality into Jobcentre Plus business, all members of staff have a responsibility for adhering to the Race Relations (Amendment) Act 2000 and promoting race equality.

Diversity / Equality Scheme

The Diversity in Service Delivery Steering Group has examined the context, both business and legal, in which Jobcentre Plus operates and has recommended in a paper to the Jobcentre Plus Board that the

principals of the Race Relations (Amendment) Act 2000 be adopted across all service delivery diversity areas, including Age, Gender, Sexuality, Disability, and Faith and Belief.

These principals include how we:

- Monitor the outcome of our services;
- Impact any change we plan to introduce;
- Consult with representatives of the different groups; and,
- Ensure that our services are accessible, available and appropriate for all the diverse groups we serve.

To ensure that Jobcentre Plus has the capacity to adopt this strategy, the Diversity in Service Delivery Steering Group further recommended that these principals be adopted over the time period 2005 to 2008.

An indication of how we have started to take this area forward can be found at **Annex 1**.

Further Information

If you would like any additional information on Jobcentre Plus services or require this document in an alternative format please contact us at the address below or by contacting your nearest Jobcentre Plus office. Alternatively, information is available on our website www.jobcentreplus.gov.uk.

Additional information regarding DWP, including their latest Equality Scheme, is available at www.dwp.gov.uk.

Contact Details

Jobcentre Plus invites and welcomes comments on its Race Equality Scheme and we can be contacted at:

**Jobcentre Plus
Diversity Team,
West Wing Level 1,
Rockingham House,
123 West Street,
Sheffield,
S1 4ER.**

Telephone 0114 259 5034

TypeTalk calls welcome

E-mail:

Diversity-Team@jobcentreplus.gsi.gov.uk

Annex 1

Diversity / Equality Scheme

It is estimated that only 20% of the working age population will be white, male, able bodied and aged under 45 by 2011. If Jobcentre Plus is to contribute towards the Governments aspiration of increasing the percentage of people in work from the current 75% to 80%, then we need to ensure that our services are responsive to the needs of the 80% of the working age population who will be disabled, over age 45, female or from an ethnic minority. Ensuring that we understand and are responsive to the diverse needs of our customers is, therefore, essential to an effective service delivery strategy.

Jobcentre Plus has travelled a great distance in ensuring that its services are race sensitive. Through implementing the principles of the Race Relations (Amendment) Act 2000 we have gained valuable insight allowing us to develop plans for introducing other areas of diversity into our business.

Achievements and Progress made during 2004 to 2005

Disability

- Specialist Disability Employment Advisers continue to work closely with those customers with a disability or in receipt of Incapacity Benefit to assist them in moving closer to the labour market.
- Jobcentre Plus continues to offer a wide range of programmes to assist customers with disabilities move into or return to employment.
- As “owner” of the Disability Symbol Jobcentre Plus continues to work with employers to communicate they are committed to employing disabled customers.
- All internal Human Resource policies reflect and follow current legislation.

Age

- Jobcentre Plus ensures that a range of programmes is available to customers regardless of age, but we also offer a range of services specifically designed for people of different ages, who may have different needs, for example the New Deal for 50+.
- As a member of the Third Age Employment Network we support and encourage older people to continue working and to adapt their capabilities to changing labour market requirements.

- In April 2005, Jobcentre Plus held a conference that was addressed by the Minister of Pensions, Malcolm Wicks. In addition to consideration of legislative compliance, the conference also focused on the positive business advantages of getting the right person for the job, utilising the skills, abilities and potential of our entire workforce irrespective of age.

Gender

- Jobcentre Plus is a corporate member of the charity Gender Trust. With them we aim to ensure that our transsexual/transgender customers and staff are treated in a sensitive and appropriate manner.

Sexuality

- Jobcentre Plus is working actively with the Departmental Project in ensuring that both staff and customers are aware of and understand the requirements of the Civil Partnerships Act.

Faith and Belief

- The Faith in the Communities Toolkit developed by London Region is widely used by staff to increase their knowledge and understanding when engaging with customers and communities.
- Jobcentre Plus has worked with Faith leaders and communities to deliver outreach facilities in places of worships and at religious festivals and events.

Work / Life Balance

- Jobcentre Plus staff will continue to work with employers to promote the benefits of implementing work/life balance policies to attract and retain a diverse workforce.



Produced by Jobcentre Plus

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