



**4NW**

# **Single Equality Scheme**

**September 2009**

# 4NW Single Equality Scheme

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To request this document in alternative formats, or give us feedback, please contact:

Steve Barwick  
Director of Policy  
4NW  
Wigan Investment Centre  
Waterside Drive  
Wigan WN3 5BA

T: 01942 737929

E: [steve.barwick@4nw.org.uk](mailto:steve.barwick@4nw.org.uk)

# 4NW Single Equality Scheme

## Foreword

4NW is the Regional Leaders Board for the northwest of England, with responsibility for housing, planning, transport and economic development. Equality and diversity issues cut across all 4NW responsibilities and we work in partnership with NWDA, GONW and NHS NW to reduce hate crime and domestic violence, to ensure economic participation for all, and to promote diversity as an economic, social and cultural asset.

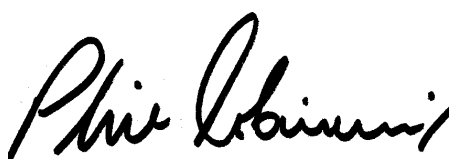
We have taken the lead in promoting diversity as a regional asset and have co-ordinated the UK's first ever week long region-wide festival, Celeb8, to celebrate diversity. This has won a number of awards and was nominated in 2007 as a best practice champion within the European Union.

We have now developed a Single Equality Scheme as part of our ongoing commitment to equality and diversity. ***A Single Equality Scheme is a comprehensive statement of what an organisation is doing, and what more it could and should do, to further equality and diversity within the current legal framework.*** As a statutory body we see this document as an important stage in enhancing our capacity as developers of regional strategies and scrutinisers of the NWDA with regard to equality and diversity.

This two part document first outlines the legal and regional context within which we operate and then discusses how our responsibilities and organisational structures can better reflect these. An action plan details the activity we will undertake to ensure that we are both legally compliant and proactive in promoting this agenda.

We also intend to use our influence and commitment to ensure that our partners and stakeholders reflect this approach. We will, for example, work to ensure our suppliers can be expected to demonstrate an awareness of, and commitment to, equality and diversity in tangible ways that apply to the way they operate and deliver their services.

We welcome ongoing feedback and comments with regard to this Single Equality Scheme, which will be reviewed in Spring 2009, but meanwhile intend to use it as a guide for a pro-active and sustained approach to this agenda now and in the future.



Phil Robinson  
**Chief Executive**



Cllr Sir Richard Leese  
**Chair**

## Introduction

The production of this Single Equality Scheme (SES) reflects our on-going commitment to promoting equality and diversity and, over the long term, to achieving equality of opportunity for all within the North West region. As North West Regional Assembly, we were the first Assembly to publish a Regional Equality and Diversity Strategy (REDS) and have succeeded in mainstreaming its three overarching objectives into the work of the three regional agencies. Together these are now acknowledged as a transformational action in the Regional Economic Strategy.

The REDS identified the objective of the then North West Regional Assembly (now 4NW) as:

- “Promoting diversity as a regional asset”.

This responsibility is complemented by the two other objectives that are being led by the Northwest Development Agency (NWDA) and Government Office for the North West (GONW) respectively. These are:

- Economic Participation for All - Lead organisation NWDA
- Reducing Hate Crime and Violence – Lead organisation GONW.

There are also a number of regional partners and stakeholders that support, and play a part in, the delivery of these objectives through the North West Equality and Diversity Group.

This region’s commitment to this agenda has been recognised nationally. For example Meg Munn MP, the Deputy Minister for Women and Equality, said in a recent speech:

*“Equality matters to everybody – it’s about the way you are treated and treat others everywhere from your workplace to your schools and within your community. The North West can be proud of how people of different origins and ability work together to create a truly diverse society.”<sup>1</sup>*

We have taken a holistic view with regard to equality and diversity although we at the same time recognise that there will be different requirements in meeting the needs of each of the equality groups.

This single co-ordinated approach is increasingly being pursued by national Government which has established a new Equality and Human Rights Commission (EHRC) which will consider all equality strands. It was also an approach endorsed by the Equalities Review<sup>2</sup>.

The recent Discrimination Law Review<sup>3</sup> is also expected to recommend a clearer and more streamlined legal framework to produce better outcomes for those who have experienced discrimination and disadvantage.

It is likely that this will include a recommendation for a combined and extended public equality duty which will include age and sexual orientation as well as race, faith,

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<sup>1</sup> Meg Munn, Deputy Minister for Women and Equality – European Year of Equal Opportunity Launch – May 2007

<sup>2</sup> The Equalities Review – Fairness and Freedom Cabinet Office February 2007

<sup>3</sup> Discrimination Law Review – A Framework for Fairness: Proposals for a Single Equality Bill for Great Britain – Communities and Local Government June 2007

gender and disability. This would replace current separate legal duties for race, gender and disability for which often organisations produce separate equality schemes.

2007 was an auspicious time to begin work on this scheme as it was “European Year of Equal Opportunity for All”. The four core objectives set for the year were<sup>4</sup>:

- **Rights** – to raise awareness of the right to equality and non-discrimination and the problems of multiple discrimination; and make groups that are at risk of discrimination more aware of their rights and of existing European legislation.
- **Representation** – to stimulate a debate on ways to increase the participation of under-represented groups in society, in particular groups that are victims of discrimination; and encourage discussion and reflection on the need to promote greater participation in society.
- **Recognition** – to celebrate and accommodate diversity; to highlight the positive contribution that every person can make to society as a whole, in particular by accentuating the benefits of diversity.
- **Respect** – to promote a more cohesive society: raise awareness of eliminating stereotypes, prejudice and violence and promote good relations between all in society.

We see all four objectives as being threads that run throughout our SES and related Action Plan. They are also complementary to the commitments outlined in the REDS and to the aims and objectives of the EHRC.

The promotion of equality and diversity has been identified as a key 4NW responsibility.<sup>5</sup> It is not sufficient to only promote diversity as an asset to the wider region – as the Regional Equality and Diversity Strategy requires - but we must also ensure the organisation reflects genuine consideration of equality and diversity issues. It was therefore decided we would review our activities by undertaking an honest assessment and gap analysis of our own practice.

Ensuring that equality and diversity are embedded into all policies and practices in the region is key to future success. To date, we have had some success in incorporating of equality and diversity perspectives into our work. However, as this document makes clear – there is further activity that we could and will take.

This document has been structured in two parts and the first of these outlines the legal and regional context as well as our commitment to Equality. Part two explains what we do as an organisation and how this draft has been developed. It also details what actions we have already taken and what we propose for the future. It has benefitted greatly from the input of our staff, of our members and from external stakeholders.

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<sup>4</sup> [www.cehr.org.uk/content/european.rhtm](http://www.cehr.org.uk/content/european.rhtm)

<sup>5</sup> Business Leadership Forum – Presentation by Phil Robinson CEO 11/1/07

## Part 1 – Legal and Regional Context

### Public Sector Duties

4NW is not an independent employing body<sup>6</sup>, and, as such, the obligations under law to produce an equality scheme or schemes do not apply to us. However, being a publicly funded body places a responsibility on us to meet the requirements of the general duties relating to race, disability and gender. In addition, we have to abide by equality and diversity legislation that applies to all organisations, the main Acts of which are listed in Appendix 1.

We agreed to develop a Single Equality Scheme (SES) therefore to ensure we meet our legal obligations and to ensure that this agenda is developed and delivered in a sustained way. We believe that a Single Equality Scheme will give us a coherent framework within which we can meet our duties and responsibilities over the next three years.

### Equality Impact Assessment

Equality Impact Assessment (EIA) is an important part of meeting statutory duties. These duties require that all policies, as well as relevant procedures and provisions, are assessed to ensure that they are not either directly or indirectly discriminatory. We see EIA as a tool that will enable us to achieve an equality proofed organisation and ultimately better policy.

We intend to pilot an EIA process, which can then be used in the development of all our future policy development and review. Our EIA will take account of other assessment documents that we already use, in particular the Integrated Appraisal Toolkit which cover some aspect of the equality agenda. We will ensure that managers are trained to use the EIA effectively.

Appendix 6 contains a list of policies that either apply to our staff or that we are responsible for developing. It is important to note that the EIA will not include our employment policies and procedures. These are undertaken by St Helens MBC, our host Authority, who will ensure that the results of these are understood and applied within 4NW.

### The North West: Diversity and Prosperity

The North West region is a diverse and vibrant region. It has both urban and rural dimensions and a large geographical spread. This section gives a snapshot of both the rich diversity of the region and highlights some of the challenges that we face in tackling disadvantage and discrimination. The facts, figures and illustrations are not presented as a definitive statement nor can they capture the whole picture.

The 2001 census population estimate for the region was 6.805 million with 3.311 males (49 per cent) and 3.494 million females (51 per cent).
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The region consists of the two metropolitan areas of Greater Manchester and Merseyside and the three shire counties of Cheshire, Cumbria and Lancashire. 80 per cent of the region is rural, agricultural or open woodland, yet 80% of its people live in urban areas, with 60 per cent of them found in the two city regional centres of Liverpool and Manchester.<sup>7</sup>

<sup>6</sup> St Helens MBC acts as the employing body for 4NW staff

<sup>7</sup> GONW Regional Profile 2007

In the North West 82 per cent of people identify with a recognised religion. This is higher than the national average. In the census for 2001 10.6 per cent of people were identified as having no religion. The religion of the majority is Christianity, with 78 per cent of people surveyed stating it as their religion.

Of the working age population, 73.5 per cent are in employment against a Great Britain average of 74.9 per cent.

This places the North West seventh out of the nine English regions<sup>8</sup>. In April 2005, average (median) gross weekly earnings for full-time employees on adult rates were £450.00 for males and £351.60 for females. Each was approximately 5 per cent below the UK levels. 41 per cent of working women in the North West work part-time compared to 8.8 per cent of men<sup>9</sup>.

The pay gap between women and men in full time work in the UK is 17.2 per cent and the gap is nearly 40 percent for part time workers. This situation is mirrored in the North West region. 72.6 per cent of women and 81 per cent of men in the North West are economically active<sup>10</sup>, both of which are slightly below the national average.

7 per cent of the population in the region is from BME groups and this is slightly less than the national average.

However the North West contains one of the largest black and minority ethnic (BME) populations in Britain outside London. For example, the major towns in East/Pennine Lancashire contain the largest concentration of Muslim people in the country.

Some of these have the lowest educational attainments in the UK although it should be noted that some BME communities have above average educational attainment. Overall about 20 per cent of BME people are unemployed and want to work<sup>11</sup>. Meanwhile BME households are six times more likely to live in overcrowded housing.

The demographics of the region are changing. Recent figures from the Department of Work and Pensions show that whilst the levels of migration from India, Pakistan and Bangladesh have remained steady (at around 5,000 each year) the number of migrant workers from the Middle East has declined. These have been overtaken from those from the new European countries with a total of 37,000 workers arriving from Latvia, Lithuania, Poland, the Czech Republic and the Slovak Republic over the last eighteen months – the biggest single group (22,000) from Poland.<sup>12</sup>

After London and Birmingham, Greater Manchester and Liverpool have received the greatest number of dispersed asylum seekers in the UK. Manchester is now home to more than 90 nationalities with 30 different languages. There has been a year on year net increase in the number of international migrants settling in the North West. In-migrants have consistently exceeded those leaving the North West<sup>13</sup>.

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<sup>8</sup> Regional Commissioning Plan: North West England 2006

<sup>9</sup> Facts and Figures about Women and Men in Great Britain 2006 - Equal Opportunities Commission

<sup>10</sup> "economically active" – "People who are either unemployed or employed in a particular period – usually the survey reference week" - Office of National Statistics

<sup>11</sup> Regional Equality and Diversity Strategy - 2005

<sup>12</sup> MSIO " Supporting Migrant Workers in the North West England" October 2006

<sup>13</sup> North West Regional Housing Strategy 2005

A recent report commissioned by us estimated that the total gypsy and traveller population in the region is 4,758 people. The survey responses also suggested that in approximately a quarter of all gypsy and traveller households there was someone with either a disability and/or ill health<sup>14</sup>.

Almost a third of older people living in the region are unemployed, compared to a quarter of those living in the South.<sup>15</sup>

As a region we have an ageing population. The 2001 census showed that the population aged over 50 was 33 per cent and is expected to rise to over 40 per cent (2.75 million) by 2021. Over the same timescale the number of persons under 30 is set to decrease by a similar percentage<sup>16</sup>.

However, five authorities in the North West consistently fall above the average rate of conception for teenage mothers. Local surveys of need, for example in Liverpool, have also identified a small number of teenage parents with support needs relating to mental health. This reflects the national picture.

In general, individuals with mental health conditions face specific barriers with regard to employment.

This is particularly true with regard to individuals from BME groups. National research data demonstrates that young black males are six times more likely to be sectioned under the Mental Health Act than their white counterparts. Black people with mental health problems are eight times more likely (and in the North West 25 times more likely) than the overall population to be in high security psychiatric hospitals<sup>17</sup>.

The North West region has more homeless people than any region apart from London.

Research has also shown that between 30-50 per cent of people who are homeless have mental health problems and a lack of supported housing for young vulnerable people has been identified by 4NW. This is particularly true for young people who are offenders, have chaotic lifestyles, substance misuse or difficult behaviour problems. 15% of homeless households are BME – twice what might be expected based on the percentage of the population (7%) from the BME community.

The North West has 20.6 per cent of the working age population identified as having a disability<sup>18</sup>.

In addition, the North West has 4 out of the top 20 Local Authorities in the country for both “*not good health*” and “*limiting long term illness*”<sup>19</sup>. The North West employment rate for disabled people is 44.1 per cent compared with an English average of 50.9 per cent<sup>20</sup>. 9.9 per cent of the working age population is receiving incapacity benefit (IB) the largest number in any English region<sup>21</sup>.

<sup>14</sup> North West Regional Gypsy and Traveller Accommodation and Related Services Assessment – Executive Summary Brown, Hunt, Steele & Niner May 2007

<sup>15</sup> The Sand Timer; Skills and Employment in the North West – Institute of Public Policy Research North – 2007 [www.ippr.org](http://www.ippr.org)

<sup>16</sup> Action for Equality January 2005

<sup>17</sup> Promoting a Culture of Equality and Human Rights – creating an alternative future – Disability Rights Commission 2007 page 5

<sup>18</sup> Annual Population Survey Report April 2005 – March 2006

<sup>19</sup> Census 2001

<sup>20</sup> Annual Population Survey Report April 2005 - 2006

<sup>21</sup> Economic and Social Audit of the North West March 2005

Recent figures identify that of the 6.8 million total population of the North West, 612,000 individuals identify themselves as LGBT<sup>22</sup>.

Currently there is no accurate data about the number of trans people in the region. However, a recent survey<sup>23</sup> indicated that the North West may turn out to have the third largest trans population in the UK when further data becomes available.

This also corresponds to an analysis of 2001 census data, which indicated that Manchester and Blackpool came third and fourth in the UK with regard to the percentage of lesbian, gay, bisexual and transgender (LGBT) people in their populations.

## **Part Two – Roles, Responsibilities and Actions**

### **How we developed this Interim Scheme**

This scheme has the full endorsement of Senior Management Team who have had close involvement in its development. This included a detailed session with consultants who developed a SWOT analysis of the organisation. The outcomes from this session informed the detail of the core questions for later fact-finding interviews with staff and partners.

The key areas that were identified by the SWOT analysis and other data collecting methods were: in-house training and development; commissioning and procurement; and the potential for a greater degree of mainstreaming equality and diversity into partnership programmes, processes, events and conferences that we both support and lead. In particular, the specialist areas that we lead on offer further opportunities for promoting the agenda. Evaluation, monitoring and review are crucial to all these areas. The issue of under-representation of equalities communities e.g. women and BME on our committee structure was identified as an issue and because this is an important and complex issue, it will be explored in a separate report.

We then gathered input from staff, partners and stakeholders. We used a variety of methods including face to face and telephone interviews. We also completed desk research on best practice from other organisations, the advice of the equality commission and the structure and procedures of 4NW.

Once the initial stage of the research had been completed it became clear that currently there is evidence of good practice within the organisation. We also identified areas that could be developed further. Section 2 explores these in more detail.

The actions described in the SES Action Plan focus on objectives which we think will be important for the first year after we launch this Scheme, (although many of the actions will be ongoing). The progress we make will then be reviewed in April 2009 and a further plan for the next year drafted.

### **Consultation and Stakeholder Involvement in this Scheme**

The list of those we have consulted appears in Appendix 3. There was a six week consultation period with wider stakeholders and four weeks for 4NWs own staff to

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<sup>22</sup> Rainbow Partnership – Issue 1 April – July 2007

<sup>23</sup> Engendered Penalties: Transgender and Transsexual people's Experiences of Inequality and Discrimination – 2007 (research commissioned by the Equalities Review)

comment and input. A range of responses has been incorporated into the final document.

## **Monitoring and Reporting on Progress**

We will report on our progress on an annual basis to our Board. We will also make this information available on our website. As the body that represents equality stakeholders in the region, we will also ensure that the North West Equality and Diversity Group is kept informed of our progress.

We will invite feedback from any individual or organisation on an ongoing basis. The Senior Management Team will retain a key leadership role in the delivery of this work and will be responsible for monitoring its delivery.

We have established an internal officer group, with cross directorate representation, which will champion and guide this work within 4nw, the Equality Champions Group.

Our website will be one route through which we will make our SES available. We will be developing a specific equality and diversity section of the site.

## **Functions and Staffing**

4NW is a partnership of local government, business organisations, public sector agencies and the voluntary sector.

Our Board is responsible for the strategic direction of the organisation and is responsible for all major decisions. Cheshire, Cumbria, Greater Manchester, Lancashire and Greater Merseyside each appoint 3 political representatives and a further 6 members are drawn from the SEEP group.

As part of the structure we have a number of groups that advise the Board on specific aspects of our work. These are; Audit and Governance, Review and Scrutiny, Planning, Housing and Transport. We also support a number of groups that work across regional agencies these are; North West Equality and Diversity Group, the North West Regional European Partnership, the North West Sustainable Development Group, the North West Coastal Forum, the North West Housing Forum and the North West Rural Affairs Forum.

We have responsibility for scrutinising the NWDA, particularly focusing on the Regional Economic Strategy, the document which sets out the economic development priorities for the region.

In the past, we were responsible for developing the Regional Spatial Strategy (RSS) for the North West<sup>24</sup> (a statutory document that sets a framework for spatial development in the region and includes specific policy on housing, economic development, the environment, waste, energy and transport). We have statutory responsibility for the Regional Housing Board and the Regional Housing Strategy. This includes overseeing and monitoring the regional housing funding allocation. The RSS incorporates a Regional Transport Strategy, which set out Regional transport Priorities. We also monitor the spending profile for the regional transport funding allocation. In 2010, 4NW and the NWDA will jointly produce RS2010, our region's single regional strategy, which will replace both the old Regional Economic Strategy (RES) and Regional Spatial Strategy (RSS).

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<sup>24</sup> The North West Plan – Draft Regional Spatial Strategy for the North West of England – Draft Implementation Framework 2006

We work to promote Sustainable Development, Equality and Diversity and the effective use of European policy initiatives, in the region through project activity and significant input into joint regional strategy.

Our role includes developing strategy, co-ordinating regional responses to Government and producing reports to highlight key regional issues. We do not have a direct role in the delivery of services to the public but many aspects of our role are open to public consultation.

We collaborate on a wide range of strategic policies and initiatives with the other regional agencies - GONW and NWDA. Most significantly this included developing joint advice to Government on the Regional Funding Allocations<sup>25</sup>.

#### **4NW Personnel**

The staffing structure of the 4NW roles and functions can be found in Appendices 4, 5 and 6. It shows that there are 33 job roles in total. At the time of writing the workforce profile in Appendix 5 shows there are 32 staff in place with a balance of 15 men and 17 women. Further investigation reveals that many of the key strategic roles are held by men and the majority of administration and support roles are undertaken by women.

4NW staff are in the age range of 22 to 63. It can be seen that with regard to ethnic origin our staffing profile is not reflective of the population profile of the region. All staff identify themselves as White British. No members of staff identify themselves as being disabled. We intend to explore these issues further and some “positive action” points appear in our Action Plan.

4NW personnel are employed on behalf of 4NW by St Helens MBC, or are seconded to us to undertake specific roles and tasks. This means that the policies of St Helens MBC are applicable to all staff.

St Helens MBC is working towards the Equality Standard for Local Government and has in place three separate equality schemes, a Comprehensive Equality Policy and a Corporate Equality Plan. St Helens MBC has the “two tick” positive about disability symbol and a disabled employee, who has now left, was invited to be part of their disability duty consultation exercise.

Our employees are unable to access the St Helens MBC intranet, which means that they are not always able to have immediate access to the same information and support systems as other St Helens MBC employees. This situation is currently being addressed so that the relevant information will be available to 4NW staff.

All 4NW staff have attended Equality and Diversity training. Refresher courses for staff are currently being organised, along with training for new staff and managers. These courses are due to take place in November 2009.

A number of human resource and employee issues including training, performance management and family friendly and flexible working, were identified by staff during the baseline assessment exercise as relevant to equality and diversity agenda. These have informed the detail of the SES Action Plan.

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<sup>25</sup> Forward Thinking – bringing the North West together 2006 – 09 Business Plan page 11

## **Current Good Practice and Future Activity**

### ***a) Chief Executive and Corporate Functions***

The organisation has had a long term and sustained commitment to Equality and Diversity from both senior officer and political leaders. The consultants that supported us in developing this draft Scheme found that this general commitment and positive attitude to equality is reflected among staff.

We have supported a range of activity that promote equality and diversity and have had a dedicated staff resource to support this agenda for much of the history of the organisation. We have provided leadership across the region in Equality and Diversity for example drafting the first Regional Equality and Diversity Strategy and supporting the establishment of the North West Equality and Diversity Group.

#### What we do

##### Communication

- Our website is fully compliant with disability discrimination requirements and can accommodate blind and visually impaired visitors with techniques that include screen reading facilities, screen magnification and increased compatibility with contract analysers for individuals who are colour blind. It has been made easier to explore by being divided into clearly labelled sections
- Our practice is to ensure that all our events are accessible and inclusive. All our events are held in wheelchair accessible venues and we have provide additional support where this has been need, this has included signers for event and hearing loops.

##### Governance and Leadership

- We acknowledge that it is important that our Governance structure reflect the region. This commitment is set out in our constitution with targets for a number of equality strands. A separate report reviewing this issue has been commissioned.

##### Procurement

- All tender briefs inform potential contractors about our organisational commitment to Equality and Diversity and we make it clear that this is also expected of those that work on our behalf. We operate an open tendering process to maximise supplier diversity; all tenders can be accessed on our website.

##### Human Resources

- We work within St Helens Human Resources Policies, which have been through an Equality Impact Assessment.
- St Helens has carried out an Equal Pay Audit across its entire staff and this will now be carried out for 4NW staff.

#### What we will do

## Communication

- Continue to ensure that we meet the highest standards for accessibility in our communication initiatives and for all events; ensure that all staff that delivery events or communicating material are aware of the range of accessibility needs.
- Research and identify key equality audiences and tailor messages to target media accordingly.

## Procurement

- Integrate further Equality and Diversity into supplier selection criteria.

## Governance and Leadership

- Commit to annual up-dates on our progress in Equality and Diversity across the organisation.
- Established internal “Champions” group for Equality and Diversity within the staff structure.
- Review how representative our governance structures are and consider in detail how we can address under-representation of some equality strands in the longer term.
- Pilot an Equality Impact Assessment for use with policy development.

## Human Resources

- Work with St Helens to ensure that we are aware of Equality Impact Assessment undertaken and recommended changes to policy are implemented.
- Ensure that we are kept informed of St Helens Pay Audit and it implications for staff.
- Ensure that we have information about our workforce.
- Ensure that all staff are given training in Equality and Diversity and are aware how this is relevant to their work.

### ***b) Promoting Diversity as a Regional Asset – Supporting Equality in the Region***

As part of our role to promote diversity as a regional asset we have already played a leading role in influencing our partners to mainstream equality and diversity into regional planning guidance:

*“...is taking a leading role in sustainable development and equality and diversity, both here in the North West and on the national stage. And we would want to ensure that their principles are a consistent and underlying feature of policy making and delivery.”<sup>26</sup>*

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<sup>26</sup> Who We Are and What We Do – A Guide to the NWRA

“celebr8 don’t discrimin8” is often cited as another example of 4NWs commitment to equality and diversity although in addition we have organised seminars to discuss key equality and diversity issues and facilitated a number of sub regional conferences which have addressed the economic dimension of equality.

### What we have done

- In 2004 we set up the North West Equality and Diversity Group and it has continued to support it since that date. The North West Equality and Diversity Group has a role in monitoring the delivery of the North West Equality and Diversity Strategy. It also acts as a critical friend to the three agencies, 4NW, North West Development Agency, Government Office North West, on Equality and Diversity.

Initially the group, which draws its membership from a broad base, was the steering group for the REDS document. Recently the group reviewed its remit and focus so that its membership and role are both wider. The secretariat role is now shared with GONW and NWDA.

The group has been a key element in helping to keep equality and diversity on the regional agenda. Feedback gained during the research and consultation for this document was extremely positive and can be summed up in the words of one consultee:

*“It’s been refreshing to see the degree of input (from 4NW). It has kept the momentum going in relation to action for equality. It has had vision and commitment and developed a thread of continuity.”*

We have also played a key role in ensuring that that Equality and Diversity is considered in the wider regional governance structures such as the Regional Strategy Team, which has reference to Equality and Diversity in its terms of Reference. We also play a key role in the Equality Strategy Team.

- As part of the regional activity the award winning “celebr8 don’t discrimin8” campaign is now established as an annual event with support from all three regional agencies. Celebr8 promotes and celebrates cultural diversity across the region, with the specific aim of getting key positive messages regards diversity to as many people as possible.

The first year the festival took place at the beginning of June 2006. It was the first ever pan-regional festival in the North West that celebrated diversity. 5.5million people were reached and activities included a equality choir, public screenings of the celebr8 film and a flag waving finale.<sup>27</sup>

In 2007 there were 35 celebr8 events including the launch of a celebr8 song. An audience estimated at 5.7 million people were reached. The events attracted publicity across the region’s media and it was identified as best practice by Trevor Phillips, Equality and Human Right Commission (EHRC) Chair<sup>28</sup>:

*“The North West has some excellent examples of local projects which show how we are bringing people together, such as the Celebr8 festival in Bury. Other projects such as the Highways to Opportunities bus in Oldham, which*

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<sup>27</sup> For further information visit : [www.celebr8.org](http://www.celebr8.org)

<sup>28</sup> European Year of Equal Opportunity Launch – May 2007

*provides job and education information for Asian women, are tackling issues faced by some of the people facing the greatest inequalities.”*

- We have worked with partners to deliver a series of policy events both regionally and sub-regionally. These events are intended to highlight, and raise the profile of, key equality issues and help practitioners work together on these challenges.

#### What we will do

- Continue to support the NWEDG as an effective stakeholder forum working with other regional agencies and new Equalities and Human Rights Commission to maximise its effectiveness.
- Work with other agencies in the Regional Strategy Team and Equality Strategy Group to ensure that a future Regional Strategy fully incorporates Equality and Diversity.
- Continue to support a programme of Equality activity – seminars and celebr8 - as part of a regional Equality and Diversity Strategy.

#### **c) Planning**

The Royal Town Planning Institute 2007 set out this vision of planning:

*“Planning involves twin activities - the management of the competing uses for space, and the making of places that are valued and have identity. These activities focus on the location and quality of social, economic and environmental change. In setting out its vision for planning, RTPI uses the term spatial planning to encompass these.”*

One element of this vision is the social inclusion of all members of the community. The places and spaces where we live, work and play must enable inclusion. Being fully accessible is critical. We have sought to incorporate this vision into the Regional Spatial Strategy. This is acknowledged in planning legislation and Government guidance which includes a wide range of statutory rules and regulations that impact on equality and diversity.

#### What We Have Done

- The consultation on the Draft RSS was comprehensive and transparent with an award winning on-line web system that enabled more members of the public to input into the Strategy.
- The Draft RSS was subject to a full sustainability assessment which includes some aspects of social inclusion.
- The 4NW “North West Best Practice Design Guide” gives equality and diversity guidance to planners and designers in the following sections: Community Safety; Accessibility; The Transport Issue; Access All Areas and Considering the Needs of Disabled People.
- The “4NW: RSS Monitoring Manual 2007” has explicit requirements for monitoring - Output Indicators, Contextual Indicators and Process Indicators. The Contextual Indicator “Enhancing Quality of Life” (Policy number UR1/UR2) impacts directly on key areas of equality and diversity.

- 4NW has taken a leadership role in ensure that the needs of Gypsies, travellers and show people are fully considered in the region. We commissioned a six month research project on gypsy and traveller sites. The research made the link between this agenda and equality clear: *“4NW should ensure that principles of equality, in relation to Gypsies and Travellers, are embedded in relation to the wide range of services local authorities provide.”* The assessment of accommodation need and pitch requirements will be fed into the RSS and other recommendations in the report will also be considered and acted upon.

#### What we will do.

- Review RSS Annual Monitoring indicators to ensure that they encompass a wider range of equality and diversity data.
- Ensure that planning staff are fully aware of how Equality and Diversity impacts on Regional Spatial Planning.
- Ensure that a full equality impact assessment is carried out on future reviews of the RSS.
- Continue to take a lead role in ensuring the needs of Gypsies and Travellers, and travelling show people, are fully considered in the planning system.

#### **d) Housing**

The housing agenda cuts across a range of activities regarding social and economic inclusion. Housing regeneration is a key factor across the region, while nationally the impact of regeneration on equality and diversity is acknowledged.<sup>29</sup>

The Regional Housing Strategy 2005 identifies that the North West is a region that engenders civic pride; a region in which people choose to live, work and enjoy their leisure time.

The vision above is underpinned by Government policy and taken forward in our recently published Regional Homelessness Strategy and through the ongoing development of our “Regional Supported Housing Strategy” which will be available in summer 2008. These will both be key documents within the equality and diversity context.

Equality and diversity are mainstreamed throughout the Regional Housing Strategy, which addresses the wider implications of social inclusion, community cohesion and mixed communities. Issues relating to vulnerable groups such as families, young parents and households fleeing domestic violence are also identified and explored.

Many new migrant workers have tied accommodation provided with their work, and this is often of poor quality and expensive. Currently there is no accurate, comparative data regarding rough sleepers, and this is being discussed at a national level.

#### What we have done

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<sup>29</sup> The CRE conducted a formal national investigation on regeneration and found current practice to be in violation of racial equality legislation – see [www.equalityhumanrights.com/en/publicationsandresources/Ra](http://www.equalityhumanrights.com/en/publicationsandresources/Ra)

- We know that nationally BME households are more than twice as likely as white British households to become homeless. Consequently, we have taken this into account in the development of our regional strategies and within our advice to the Housing Minister regarding the strategic housing investment framework. The Regional Housing Group recognises the impact and challenges for BME households through its housing investment advice.

#### What we will do

- A review of the Regional Housing Strategy will address the issues identified above and outline actions for improvement and delivery throughout the sub-regions of the North West. Currently, it aims to resolve the key issues through delivery via regeneration, affordable housing, decent homes and communities in need. This will be supported through the undertaking of sustainability appraisal and equality impact assessment as the strategy review progresses.
- A key part of this review is to develop a regional supported housing strategy, which aims to further identify the housing, and related support services that vulnerable people, including many from disadvantaged groups, need. The key goal of this strategy is to influence national and regional policy as well as funding and investment decisions for vulnerable people in the region.

#### **e) Transport**

The Development of a Regional Transport Strategy (RTS) is an integral part of the Regional Spatial Strategy (RSS) that 4NW has a responsibility to develop. This will be incorporated into RS2010.

The regional transport strategy covers all aspects of transport including walking, cycling, public transport, freight, aviation and highways. We play a major role in brokering region-wide agreements regarding transport schemes and identified key priorities.

We are aware of accessibility issues and the requirements of the disability discrimination legislation. Our consultations have been wide ranging and, as part of the wider consultation on the RSS, have included disability groups, women's groups and health organisations.

The 10-year £1.3 billion allocation of funds for transport in the region has been allocated to 25 schemes that have now been approved by the Department of Transport. The establishment of a Regional Transport Group has provided the opportunity to provide strategic advice on transport issues to the Assembly and Executive Board.

Research has shown that transport is an area where disabled people can experience disadvantage and this presents additional barriers to economic participation.

Barriers may include difficulty in accessing vehicles, infrastructure and information (although it should be noted that this is decreasing as all new public transport vehicles are fully accessible and have been for a number of years). Their overall experience of transport is also often of a lower quality experience than average<sup>30</sup>.

It is acknowledged that transport has also been identified as a barrier to economic participation for women:

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<sup>30</sup> Disabled Persons Transport Advisory Committee (DPTAC) – [www.dptac.gov.uk](http://www.dptac.gov.uk)

*“Women make multiple trips on public transport, bringing children to school or care, shopping, visiting older or sick relatives, as well as travelling to work. For men, the main journey is commuting to the workplace. Factors like income and caring responsibilities limit women’s transport choices. This in turn limits their entry into the labour market, leisure activities, and education and training opportunities. This not only affects women’s individual lives but it also has a negative impact on the economy and on the effectiveness of public policy.”<sup>31</sup>*

#### What we do

- Our consultations have been wide ranging and have included disability groups, women’s groups and health organisations as part of wider consultation on the draft RSS. Organisations representing passenger interests sit on the Regional Transport Advisory Group.

#### What we will do

- Work with public transport operators (both road and rail) to ensure that they continue to improve facilities for disabled people particularly with regards to step-free access and improved customer care.

#### **f) Europe**

The European agenda is looking forward from 2007 to 2013. To oversee this we have set up the North West Regional European Partnership (NWREP). This brings together senior representatives from 4NW with those from NWDA and our Committee of the Regions’ members. The group will be responsible for overseeing the delivery of the European framework, which has three strands:

- Policy – influence EU Policies which impact the North West
- Programmes and Partnerships – successfully implement EU programmes and build partnerships
- Promotion and People – promote the North West as a leading European region.

#### What we are doing

- Five<sup>32</sup> key “Policy” priorities have been highlighted and one of these is “Demographic Change”. The regional EU Policy Network in the North West and Brussels will provide information and intelligence.
- There is an Equality and Diversity champion on the new Competitiveness ERDF Programme Monitoring Committee and 4NW will be supporting her in this role to ensure that E&D remains high on the agenda both in terms of governance and beneficiaries.

#### What we will do

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<sup>31</sup> Guidance on the Gender Equality Duty for the Voluntary and Community Sector (England) – Equal Opportunities Commission April 2007

<sup>32</sup> For more information visit: [www.nwbo.be/northwest/framework.php](http://www.nwbo.be/northwest/framework.php)

- Equality and diversity trends have clear relevance to this area and will continue to play a part in influencing overall direction and strategy. We will continue to support the Equality Champion on Program Management Committee and integrate diversity issues into policy consideration and strategy.

### **g) Sustainability**

There are significant links between Sustainable Development and Equality and Diversity. The UK Sustainable Development Strategy set out one of the guiding principles for Sustainable Development is to ensure a strong and healthy society by:

*“.. meeting the diverse needs of all people in existing and future communities, promoting personal wellbeing, social cohesion and inclusion, and creating equal opportunity for all.”<sup>33</sup>*

The Integrated Appraisal Tool kit is a key tool that we use to promote SD both internally and externally. This toolkit contains sections on social inclusion covering health and well being, skills and behaviour and community.

Our experience of integrating and mainstreaming the aims of sustainability into policy and delivery activity has the potential to inform the approach that we take in relation to equality and diversity.

#### What we do

- A Sustainable Development Group has been established to champion sustainable development at a strategic level in the North West. The composition of the group reflects the range of sectoral interests and expertise required to address comprehensively and effectively the sustainable development priorities identified by the UK Sustainable Development Strategy. This includes public health, equality and diversity and social inclusion.
- The Integrated Appraisal Tool kit tests key elements of equality and diversity.

#### What we will do

- Continue to ensure that the social element of Sustainable Development is considered alongside the economic and environmental elements.
- Review and develop the Integrated Appraisal Toolkit to ensure that it fully reflects the Equality and Diversity agenda of the region.

### **h) Review and Scrutiny**

Scrutiny of the work of the North West Development Agency (NWDA) is a statutory function of the 4NW, and this activity is carried out through our Review & Scrutiny Group.

The Group is made up of 12 members – five elected sub-regional local authority representatives and seven stakeholders from our Social Economic and Environmental Partnership Group (SEEP).

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<sup>33</sup> Securing the Regions' Futures – ODPM 2005

The main area of inquiry for the Review & Scrutiny Group is to examine in detail the key themes of the Regional Economic Strategy (RES), which the NWDA is responsible for delivering across the region. Expert witness hearings are undertaken on these specific themes identified in the RES, and evidence of output activities are collected through interviews, reports, surveys and desk based research. There is clearly an important Equality and Diversity aspect incorporated into the RES and therefore into the work of the Review and Scrutiny Group. Scrutiny hearings have provided an important opportunity to raise this issue with the NWDA.

### What we have done

- During January 2007<sup>34</sup> a letter to NWDA identified that, in relation to the NWDA Project Appraisal Process the term “*equality neutral*” needed to be clarified, and that there should be a clear threshold for undertaking a full appraisal in relation to equality and diversity. It also identified that the Single Programme Full Impact Assessment Form had no links to the Sustainability Checklist and that work was required to better integrate the equality and diversity and sustainable development elements of the appraisal process. (The NWDA Chief Executive gave a positive response in reply.)
- All themes of the RES have been subjected to examination from an equality and diversity perspective. The themes covered have been business, quality of life, infrastructure, skills and education, people and jobs.

In its assessment of the role of NWDA<sup>35</sup> regarding people and jobs a number of recommendations were made with regard to equality and diversity. These included: *“The NWDA should seek to influence Jobcentre Plus and other regional partners to deliver solutions to barriers to employment opportunities and to develop programmes to encourage employment creation, taking into account the specific requirements of: the low skilled; the sick or disabled; women; BME communities; those aged over 50; and lone parents.*

*” NWDA should work with regional partners to ensure that the equality and diversity agenda is delivered across all actions, and that there are routes to enable everyone to potentially benefit from skills training and employment opportunities.”<sup>36</sup>*

- A tender to review the RES was published in August 2007 and part of it is to: *“Undertake one review and scrutiny enquiry – an assessment of the RES from the perspective of the cross cutting themes of Equality and Diversity and Sustainable Development, specifically examining the impact of NWDA activities and investments so as to add value from the perspective of both NWDA and 4NW.”<sup>37</sup>*

### What we will do

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<sup>34</sup> Letter to NWDA CEO from Review and Scrutiny Group Chair – 19 January 2007

<sup>35</sup> Review and Scrutiny Group – Scrutiny of Skills and Education and People and Job Themes of the Regional Strategy – Final Report Deloitte April 2007

<sup>36</sup> Ibid page 5

<sup>37</sup> Reviewing the Impact of the previous North West Economic Strategy (2006-09) Thematic Inquiries and the Implications arising from the Review and Reformulation of the next Regional Economic Strategy – Review and Scrutiny Group July 2007 page 1

- These examples demonstrate that the review and scrutiny process is well placed to assess and report on equality and diversity activities across the region.

### **SES Action Plan**

The Action Plan identifies a number of priorities, some of which come within 4NWs statutory areas of responsibility. We see this as supporting the commitment outlined in our current Business Plan: *“Promote the equality and diversity agenda, ensuring that it is at the heart of regional decision making and developing the North West’s unique diversity as a regional asset.”*<sup>38</sup>

The diagrammatic Action Plan appears on the following pages. The 8 sections are:

1. Governance
2. Workforce Support and Development
3. Communication
4. Events Organisation
5. Procurement and Commissioning
6. Performance Monitoring
7. Statutory Work
8. Leading Partnership Work

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<sup>38</sup> The Way Ahead – delivering sustainable growth and prosperity” – Business Plan 2007 – 2010 page 8

## Section One: Governance

Priority	Action	Current Practice	To be completed	Lead Officer
4NW Senior Management Team to approve SES and Action Plan	SES and Action Plan approved.	N/A	Agreed February 2009	E&D Champions
Ensure Board Members are aware of SES and know how to access the document	Board to be made aware of SES annual updates	N/A	Sept 2009	Chief Executive
E&D Champions to continue to develop their role in 4NW	Build on role to include contributing to Quality Control of Equality Impact Assessments	E&D Champions meeting every 2 to 3 months	Ongoing	E&D Champions
Ensure Board and Committee papers have a section to record E&D implications	Develop a series of headings for inclusion on each paper to record E&D discussions and actions	No consistent approach	Sept 2009	Simon Crawshaw

## Section Two: Workforce

Priority	Action	Current Practice	To be completed	Lead Officer
Develop closer involvement in HR by Equality Champions	Strengthen 4NW employer brand, whilst staying within the St.Helens framework		Ongoing	Dawn Parkes / Simon Crawshaw
Ensure that appraisal is used in the organisation to support individual employee development and to set E&D targets and objectives for employees	Dawn Parkes to work with other E&D Champions to develop practice in the organisation		Ongoing	Dawn Parkes with all E&D Champions.
Provide ongoing E&D training for employees	Training to be provided for new starters	All existing staff have undertaken training. New staff to receive training, managers and existing staff to receive refresher course	Ongoing	Dawn Parkes plus E&D Champions
Work with St Helens Council regarding pay review	Work with St Helens to ensure that the results of the pay review are implemented at 4NW		Ongoing	Dawn Parkes

## Section Three: Communication

Priority	Action	Current Practice	To be completed	Lead Officer
Assess the conformity of various strands of the communication strategy to the 4NW Single Equality Scheme	Complete EIA on communication strategy	Various strands of communication activity have been considered to conform with Scheme, but a systematic EIA process has not been undertaken at strategic level.	October 2009	Simon Crawshaw/Anne Marie Broderick and communication consultant responsible for delivery (Adrian Britten)

## Section Four: Events Organisation

Priority	Action	Current Practice	To be completed	Lead Officer
Complete a retrospective Equality Impact assessment of the 2009 Conference, in preparation for the 2010 conference	Complete EIA	EIAs not previously conducted in relation to the annual conference as organisation has previously been outsourced. Conference is being organised in-house so more scope to directly influence the organisation.	Sept 2009	Simon Crawshaw / Annemarie Broderick

## Section Five: Procurement and Commissioning

Priority	Action	Current Practice	To be completed	Lead Officer
Ensure the procurement guidelines are best practice and fully take account of E&D considerations.	Circulate current guidelines, and the additional notes developed by Infrastruct, and to open discussion with St.Helen's to ensure E&D is appropriately being considered and that any changes are both legal and practical. 4NW will look to St.Helen's expertise in this area to check practice.	Guidelines exist and these need to be checked as in Action column	TBC	Paul Hegarty and Kerry Bates to lead on this.  Steve Barwick to talk to St.Helens

## Section Six: Performance Monitoring

Priority	Action	Current Practice	To be completed	Lead Officer
Ensure that Equality Impact Assessments are of a good quality and consistent.	Build into work programme of E&D Champions Quality Control of EIAs conducted internally or by consultants as part of projects.	EIAs are being conducted but are still fairly new and need to be audited. 4NW has EIA guidance and a template. Relevant employees have been trained in the EIA process.	Ongoing	E&D Champions

## Section Seven: Statutory Work

Priority	Action	Current Practice	To be completed	Lead Officer
Develop an EIA timetable; ensure that all projects/policies have EIA in a consistent way.	Develop EIA timetable and build on role of champions (see Section Six)	Current practice is similar to what is in the Action Plan but a timetable and improved Quality Control will be introduced	More effective monitoring of projects and strategies to be introduced	Anne-Marie Broderick
Equality Impact assessment of Partial Review of Regional Spatial Strategy	EIA to be carried out within the sustainability Appraisal (SA) of the Partial Review of RSS.	Work carried out as part of the SA objectives/framework – Questions related to Equality were used to test the policies within the Partial Review.	Completed July 2009 and incorporated within the Sustainability Report (SA) of the Partial Review.	Debra Holroyd
Equality Impact Assessment of the Regional Strategy	EIA to be carried out through the process of preparing the RS2010. This will be done alongside SA/SEA. Workshops, and reports to be prepared by consultants.	At present there is an SA objectives/framework based on the RSS. Questions related to Equality will be used to test policies within RS2010. There is a dedicated member of the consultants team working on EIA / Reports / Workshops /Assessment to be carried out.	This work is ongoing through out preparation of RS 2010. There will be an EIA report produced to summarise the findings when RS submitted/published.	Debra Holroyd

## Section Eight: Partnership Working

<b>Priority</b>	<b>Action</b>	<b>Current Practice</b>	<b>To be completed</b>	<b>Lead Officer</b>
Deliver Regional Equality and Diversity Strategy	Involved in Celebr8 2009	Deliver community and local authority engagement in Celebr8 and work with partners to support other Celebr8 activity including business engagement.	End of 2009	Steve Barwick
	Maintain support for NWEDG and other E&D initiatives	Contribute to secretariat of NWEDG, fund travel expenses for Chair, work in partnership through multi agency Equality Strategy Group and support other initiatives such as BME Advisory Group as appropriate.	Ongoing	Steve Barwick

## **Appendix 1: Equality Duties**

Key points relating to the public sector duties are:

### **Race Equality Duty**

The Race Relations Act 1976, as amended by the Race Relations Amendment Act (RRAA) 2000, imposes a general statutory duty, the race equality duty, on public authorities.

#### *General Duty*

The general duty requires public authorities to take into account the following when carrying out their functions:

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

#### *Specific Duties*

Specific duties are required to ensure that the general duty is implemented. This means that there are additional requirements with regard to policy development and implementation, employment and service delivery. Ethnic monitoring is also a requirement of this duty.

### **Disability Equality Duty**

The Disability Discrimination Act of 1995 has been amended by the Disability Act 2005. The duties, that were operational from 4 December 2006, are similar to those for race equality. There is an additional requirement to involve disabled people in the design and delivery of services in addition to consulting with them.

#### *General Duty*

The general duty requires public authorities to:

- Eliminate unlawful discrimination against disabled people
- Eliminate disability-related harassment of disabled people
- Improve equality of opportunity for disabled people
- Promote positive attitudes towards disabled people
- Encourage participation by disabled people in public life
- Take account of disabled people's disabilities, including when this means treating disabled people more favourably than others.

#### *Specific Duties*

The specific duties are similar to the race equality duty and are formulated to ensure that the general duty is implemented.

### **Gender Equality Duty**

The Equality Act 2006 amends the Sex Discrimination Act of 1975 and incorporates similar requirements to the two Acts listed above.

## *General Duty*

From 6 April 2007 there has been a requirement on all public authorities to:

- Eliminate unlawful discrimination and harassment
- Promote equality of opportunity between men and women.

The gender equality duty covers both men and women, including transsexual men and women. The general duty is complemented by specific duties in a similar way to race and disability equality.

It is worth noting that there are some variations in the specific wording of the general duties. For example, the Race Duty states that public authorities have to “*set out their arrangements*”, the Disability Duty requires “*a statement covering arrangements*” and the gender duty expects authorities “*to have a scheme setting out actions taken or intending to be taken*”. Procurement and commissioning come within the scope of the duties.

## **Appendix 2: Key Equality and Diversity Legislation**

- Equal Pay Act 1970 (Equal Value Amendment 1984)
- Rehabilitation of Offenders Act 1974
- Sex Discrimination Act 1975 (Gender Reassignment Regulations 1999; (Indirect Discrimination & Burden of Proof Regulations 2001; Employment Equality (Sex Discrimination) Regulations 2005)
- Race Relations Act 1976
- Race Relations Amendment Act 2000 – (race duties on public authorities)
- Disability Discrimination Act 1995
- Special Educational Needs Disability Act 2001
- Mental Capacity Act 2005
- Disability Act 2005 – (disability duties on public authorities)
- The Protection from Harassment Act 1997
- Human Rights Act 1998
- Employment Act 2002
- Flexible Working Regulations 2002 (Flexible working (Eligibility, Complaints and Remedies) Regulations 2006 )
- Employment Regulations: Religion or Belief 2003
- Employment Regulations: Sexual Orientation 2003
- Carers (Equal Opportunities) Act 2004
- Civil Partnership Act 2004
- Gender Recognition Act 2004
- Work and Families Act 2006
- Employment Equality (Age) Discrimination Regulations 2006
- Equality Act 2006 – (gender duties on public authorities)

### Appendix 3: Consultation List

#### 4NW

- Staff
- Chair of Review and Scrutiny
- Committee Chairs
- SEEP

#### NWDA

- European Policy Officers
- Equality and Diversity Officers

#### GONW

- Equality and Diversity Officer

#### NWEDG

- Chair and all members of fifty strong equality and diversity network

### Appendix 4: Staff Profile

<b>GENDER</b>	<b>MALE</b>	<b>FEMALE</b>
	15	17
<b>MARITAL STATUS</b>	<b>MARRIED</b>	<b>SINGLE</b>
	15	17
<b>ETHNIC ORIGIN</b>	<b>A – BRITISH</b>	<b>A – IRISH</b>
	32	0
<b>DISABILITY</b>	<b>YES</b>	<b>NO</b>
	0	0

<b>AGE GROUP</b>				
<b>16 – 24</b>	<b>25 – 34</b>	<b>35 – 44</b>	<b>45 – 54</b>	<b>55 – 64</b>
3	10	9	6	4

## Appendix 5: 4NW Policies and Strategies

<b><i>Internal Policies</i></b>	<b><i>Applies to</i></b>
Home working	All Staff
Code of conduct	All Staff
Flexible Working	All Staff
Smoking	All Staff
Internet and E-mail	All Staff
Equality	All Staff
Bullying and Harassment	All Staff
Grievance	All Staff
Drug and Alcohol	All Staff
Health and Safety	All Staff
Older Workers	All Staff
Sickness and Absence	All Staff
Volunteering	All Staff
Well Being	All Staff
Whistle Blowing	All Staff
Appraisal	All Staff
Retention and Selection	All Staff
Environmental Policy	All Staff
Finance	All Staff
Performance Management	Budget Holders
Procurement	Budget Holders
Staff development and training	All Staff

<b>Strategies that 4NW is responsible for</b>	<b>Developed by</b>
Regional Spatial Strategy (RSS )	Planning Team (approved by EIP Panel and then central Government)
Transport Strategy (Part of RSS )	Transport Team
Waste Strategy (Part of RSS)	Sustainable Development Team
Regional Housing Strategy	Housing Team
Regional Homelessness Strategy	Housing Team
Regional Supported Housing Strategy	Housing Team
Energy Strategy (linked to action in the RES)	Sustainable Development Team
Climate Change Action Plan	Sustainable Development Team, GONW, NWDA
Equality and Diversity Strategy and Implantation Plan	Policy Team, GONW, NWDA
European Framework	Policy Team, GONW, NWDA
RS2010 – NW Regional Strategy	All staff

## Appendix 6: 4NW Staffing structure

