

Single Equalities Scheme

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Single Equalities Scheme

January 2008 – December 2010

Introduction

1. The Gambling Commission (the Commission) is committed to making diversity an integral part of the management of the organisation and central to each individual's work and performance. As an organisation we will strive to embed equality and diversity throughout all that we do, and will recognise and value individual differences in attitudes, values and experience in the workplace.
2. This Single Equalities Scheme forms part of the demonstration of that commitment, but we recognise that embedding diversity and equality will be a continuous process requiring constant development, re-adjustment and involvement from employees as well as other key stakeholders.

The Commission

3. We are a non-departmental public body set up under the Gambling Act 2005 and sponsored by the Department for Culture, Media and Sport. We gained our full powers from 1 September 2007.
4. The Gambling Commission comprises ten Commissioners, including the Chairman and the Chief Executive. The Commissioners are appointed by the Secretary of State for Culture Media and Sport.
5. The Commissioners ensure that the Commission exercises its functions under current legislation in pursuit of its licensing objectives, which are:
 - preventing gambling from being a source of crime and disorder, being associated with crime, or being used to support crime
 - ensuring that gambling is conducted in a fair and open way
 - protecting children and other vulnerable persons from being harmed or exploited by gambling.
6. The Commission also provides independent advice to government on gambling in Great Britain.

Single equalities scheme

7. Our Single Equalities Scheme is intended to outline how we will fulfil our statutory duties to promote equality of opportunity for all. Specifically it meets our obligations under the equalities legislation which affects all public bodies. This Single Equalities Scheme will ensure our approach to equality and diversity is consistent across the organisation and ensure that all aspects of diversity are given due weight. We have specified the requirements of each duty, how we measure up to it and an action plan to address any gaps. Our Single Equalities Scheme will:
 - be readily accessible to employees, the gambling industry, our other stakeholders and the general public, including via our website

- be brought to the attention of all of our employees and included within relevant training programmes
- set out the Commission's plans for meeting the requirements of the various pieces of equalities legislation
- be reviewed and updated on a regular basis.

How the scheme has been developed

8. We have developed the Single Equalities Scheme after carrying out an assessment and analysis of current information and data held. The steps involved in this process are outlined below:

Initial assessment and consultation

9. The initial assessment phase of the work aimed to establish what equality information the Gambling Commission currently gathers and monitors to identify any gaps.
10. We also consulted a cross section of employees from the People and Organisational Development Directorate, the Equality & Diversity and Employee Forums to determine what we should be aiming to achieve in terms of equality and diversity. The group developed this statement to reflect the approach of the Gambling Commission.

‘The Gambling Commission will strive to promote and encourage diversity among its employees and stakeholders and use diversity in a positive way to enhance its work as an effective regulator’

11. In April 2010 a review of the original Single Equalities Scheme was undertaken by several members of the Equality and Diversity Group. This resulted in the original Scheme being updated and this version of the Scheme reflects those updates. A further review of the Scheme is likely to be required once the Equalities Act is introduced in October 2010.

Review of the SES – April 2010

12. During 2009 an Equality and Diversity Group was drawn together, chaired by our Director of Strategy, Research and Analysis. Membership comprises employees within the Commission who are committed, enthusiastic, willing to make a difference and are prepared to complete the work required to help to embed equality and diversity within the Commission, supporting the Commission's strategic objectives. The group currently meets on a monthly basis, however the frequency of meetings may reduce, and reports bi-annually to Management Board updating them on actions taken and progress made to embed equality and diversity throughout the Commission.
13. Amongst a number of other actions, members of this group have been responsible for reviewing and updating this SES.

Analysis of information

14. Upon completion of the initial assessment, review and consultation phase the information was analysed to establish:
- whether the right equality information is being gathered, is being used effectively and whether it enables the Gambling Commission to measure progress against performance targets
 - whether the right equality performance management targets are being used

- how disabled people and other employees are currently involved in the development of new policies and practices for the Gambling Commission and whether this is effective.

15. The outcomes of this analysis and the review of the SES appear throughout this document. As the legislation as it applies to gender, disability and race has different requirements, the outcomes relating to those areas are summarised in annex A.

The legal framework

16. The legal framework relates to our role as an employer and our responsibility to the public to exercise our functions in a manner which promotes the licensing objectives which are set out in section 2.

17. The race, gender and disability 'General Duties' require public bodies to:

- promote equality of opportunity
- promote good relations
- promote positive attitudes
- eliminate harassment
- eliminate unlawful discrimination

18. While the three equality duties are similar in spirit, they have slightly different requirements which must be met to satisfy the legal obligations placed upon the Commission.

19. There is no current legal requirement to give the same consideration to the remaining three strands of diversity, namely, religion and belief; sexual orientation and age. However, the Commission has developed a Single Equalities Scheme which promotes that the same consideration is given to all strands of diversity. The Equalities Act 2010 brings together all diversity legislation with the same general requirements applicable to all areas of diversity.

Employment duties

20. In addition to the General Duty (outlined in section 5), we must meet the specific duties for employers. The three duties require us to collect and analyse data on the gender, race and disability of all employees and potential employees to establish baseline data for future monitoring and to identify any inconsistencies.

21. We must ensure that the recruitment, training, development, progression and pay of employees are not unfairly influenced by any of these factors.

Where are we now?

22. We are currently able to monitor the profile of our existing workforce and analyse it against the latest Census data in respect of age, gender, disability and ethnicity and we have recently begun to monitor religion and belief and will publish that on the website and intranet. We have considered collecting data relating to sexual orientation but, after taking advice, have decided against this from an employee and data protection viewpoint.

23. As at 31 March 2010, the Commission had a total of 222 employees in post, with the following profile.

Gender

Gender	Number of employees	Percentage
Female	98	44
Male	124	56
Total	222	100

Disability

24. As at 31 March 2010, we had two employees whose monitoring forms indicate that they have a disability under the terms of the Act.

Ethnic origin

Ethnic origin	Number of employees	Percentage
Asian/Asian British - Bangladeshi	1	0.5
Asian/Asian British - Indian	13	5.8
Asian/Asian British - Other	1	0.5
Asian/Asian British - Pakistani	1	0.5
Black/Black British - Caribbean	5	2.2
Chinese	1	0.5
Mixed Race - other	1	0.5
Mixed Race - White/African	1	0.5
Mixed Race - White Black Caribbean	1	0.5
White British	186	83.7
White Irish	4	1.8
White Other	5	2.2
Not Disclosed	2	1.0
Total	222	

Age

Age Group	Number of employees	Percentage
20 & below	0	0
21 – 30	44	19.8
31 – 40	74	33.3
41 – 50	50	22.5
51 – 60	40	18
60+	14	6.3

25. At the time of our initial recruitment phase, the systems which were in place to enable us to collect and monitor applicants' diversity information were quite limited. As a result the documentation used was anonymised but this made it impossible to effectively monitor the stages throughout the recruitment process. We have improved our monitoring systems and now collect data that enables us to effectively monitor and analyse the diversity profile of our candidates.

26. We have encouraged existing employees to submit their monitoring data and have received a response from all employees, although two have chosen not to disclose their ethnicity and only

two employees have disclosed their disability. Given monitoring information is provided voluntarily there is little we can do other than encourage disclosure.

27. The Commission's monitoring information is formally reported to the Management Board and Board of Commissioners through Key Performance Indicators. A formal bi-annual report is submitted to the Board of Commissioners and the monitoring data is published through the annual report.

How do we close the gap?

28. If that monitoring tells us that there are patterns of inequality throughout the organisation, we will develop systems and take action to eradicate any discrimination.
29. We will begin to analyse the data relating to religion and belief which is already recorded but not currently utilised.
30. We will begin to publish all the monitoring data collected through the recruitment and selection process and from our existing employees on the intranet and the website. This data will be used to inform our recruitment processes.

Assessing and consulting

Where are we now?

31. Initially, the majority of our existing policies, procedures, processes etc, both employment and more externally focussed, were developed by directorate leads. Those developed more recently have usually involved some form of consultation, and been approved through the usual mechanisms.
32. We have reviewed the involvement of people in external consultation and have extended the role of our existing Community Liaison Group (CLG) and Stakeholder Group (SHG) has been extended to include representation from disability organisations that can support our policy development utilising their perspectives and experience. The groups meet twice yearly to discuss current issues but also functions as a virtual consultation group for changes that are planned which cannot be taken at the planned meetings.
33. In support of our Single Equalities Scheme we need to consider how we increase the representation of gay, lesbian and transgender people within our consultation groups.

How do we close the gap?

34. By encouraging an increase in the representation of gay, lesbian and transgender people within our consultation groups.

Monitoring policies for adverse impact

Where are we now?

35. Equality Impact Assessments are the means by which the Gambling Commission can identify and understand how policies and practices adopted throughout the Commission may impact on different groups differently.

36. Guidance from the Better Regulation Executive on impact assessments for external policy changes requires that we assess all of our externally focussed policies and practices for their impact on equality matters.
37. The Commission has developed Equality Impact Assessment (EIA) guidance and the appropriate forms to record initial screening and full assessment. Summary of the process is at Annex B.
38. EIAs will be undertaken as part of the overall impact assessment each time a new policy is developed or a change is proposed to an existing policy. This will be included as part of the initial consultation documentation from June 2008 onwards.
39. The Equality & Diversity Group have recently introduced a group approach to EIAs. Where possible, a diverse range of our employees will be involved in the assessments to ensure we have a robust approach.
40. Refresher training has been delivered to the Equality and Diversity Group and will be further devolved.
41. In developing this Single Equality Scheme we have identified policy areas which have the greatest impact on the Disability, Gender and Race Equality Duties, outlined in Annex C. An EIA will be carried out as each policy is reviewed.
42. A meeting involving HR Directors from the casino sector where a large number of staff is personally licensed by us along with the Commission's Director of People and Organisational Development has taken place. A purpose of the meeting was to bring the Commission's Single Equalities Scheme to the industry for their information and comments.

How do we close the gap?

43. Business plan programme managers and those employees likely to be heavily involved in achieving business objectives will have refresher training delivered to them. They will lead equality impact assessments and cascade the training to other employees in the 'live' scenario of carrying out the EIA.

Publishing the results of impact assessments, consultations and monitoring reports

Where are we now?

44. We consult widely on the development of new policies, and we publish the results of those consultations on our website, and hard copies sent to those groups/individuals that participated in the consultation.
45. We try to keep hard copies of documentation to a minimum bearing in mind the cost and environmental impact of producing printed versions. We will provide the information in other languages and in Braille when requested. Our website is fully Disability Discrimination Act 1995 (DDA) compliant and is partially available in Welsh.
46. Our Licence Conditions and Codes of Practice (LCCP) require that if gambling operators advertise in another language, then any associated social responsibility publications should also be produced in that language. This is the responsibility of the operators.

47. We also publish our enquiries telephone number, and are able to provide a translation service if necessary.
48. We also channel information through the trade bodies for onward distribution within the industry.
49. Where a written document has been Equality Impact Assessed then the record of that will be attached to the document, and therefore published on the intranet, and published on the website.

How do we close the gap?

50. We must bear in mind that we are not a 'first line' public sector body in the same way that the police or local authorities for example are. We do not have a direct impact on the general public.
51. With this in mind we believe that our arrangements for publishing the results of our impact assessments, consultations and monitoring are adequate.

Arrangements for making sure the public have access to information and services

Where are we now?

52. We publish a series of registers on our website for public access of those licensed. We field a large number of queries about regulation and are the first port of call for many who have complaints about operators. A large number of complainants have to be redirected back to the operators themselves and we hope that when the processes that operators should have put in place are better known, our front line functions for those with complaints will reduce. The number of contacts from the general public is around 1000 a month. To do this we have a dedicated contact centre that deals with all communication channels, email, phone and letter. Employees within the Contact Centre are aware of the national service provision for partially deaf people.
53. There are circumstances where we will find it necessary to take regulatory action, and such action is reported through the Commission's website, see 'What regulatory action has the Gambling Commission taken?'
54. We also provide access to general information predominantly through our website, which is fully DDA compliant.
55. Some operators and the general public require direct contact with the Commission. To enable that contact to be extended to partially deaf people a 'T loop' is available.
56. We have a range of language skills available internally among our own employees, and have access to external interpreters should the need arise. Both internal and external interpretation services are available during the licence application process and for meetings such as Regulatory Panel Hearings.
57. We have in place a well developed communications strategy to deal with both internal and external communications which is used to deliver the outcome of the consultations and other key decisions to operators and the general public.
58. Our licensing process has been reviewed to simplify it for all applicants who will help with accessibility for disadvantaged groups. We provide translation facilities and extensive telephone assistance and, in exceptional circumstances, face to face assistance with employees to assist

with the completion of the form for those who encounter problems with the licensing process whether disadvantaged or not. In addition we ensure that our assessment of applicants is based on the substance of the information not on matters to do with presentation and to date we are not proposing further changes. Given the duty placed upon the public sector to promote equality of opportunity, MB has considered collecting equal opportunities monitoring data from the industry through the licensing process. However, it was agreed there was no value to the Commission in collecting this data.

59. The procurement tender documentation has been amended to reflect all the strands of diversity however a wider review of the procurement process as it relates to equality and diversity may be appropriate.
60. As previously mentioned, a meeting took place with industry HR Directors with a view to embedding the equal opportunities issues in the compliance process.

How do we close the gap?

61. At the point at which the procurement process is fully reviewed the opportunity will be taken to ensure the process to engage with third party providers fully promotes equal opportunities throughout all the strands of diversity.

Arrangements for training employees

Where are we now?

62. All employees within the organisation are key to ensuring that the Commission meets its obligations under the general and specific duties. We are therefore committed to ensuring that our employees are properly skilled in order to help them to make equality and diversity core to their work, regardless of their role or location.
63. The Equality and Diversity group have recently reviewed the provision of equality and diversity training with a view to further embedding equality and diversity awareness. The training currently available includes:
 - a diversity e-learning suite of modules, some of which are mandatory modules for all employees, including our new starters and our Commissioners
 - 'classroom' style training which has been delivered to all our line and some process managers
 - 'Real Experience' programme
64. The Real Experience Programme is promoted by the Commission to encourage active links with local communities and groups, supporting working together to develop a mutual understanding of each other. As take up of this programme has been sporadic the review has identified reasons and solutions for this sporadic approach.
65. We also ensure that all of our managers who are involved in recruiting and selecting new employees are appropriately trained in diversity and equalities issues.
66. Under our general duties we are required to monitor those who attend learning and development events. As such needs are discussed and agreed within performance management meetings at which point requests could be turned down, this is where discrimination could occur and may not

be identified. Therefore we promote that all learning and development discussions and outcomes are recorded on an individual's performance development plan, irrelevant of the outcome.

How do we close the gap?

67. To further assist in meeting our obligations, we will seek to ensure that equality and diversity matters are incorporated within our learning and development events.
68. We also need to implement the outcome of the review of the equality and diversity training referred to above. This will be done through the performance management process.

Implementing and publicising the scheme

69. Overall responsibility for the Scheme will lie with the Commission, and the Director of People and Organisational Development. The Equality and Diversity Group, the Director of People and Organisational Development and the Director of Strategy, Research and Analysis will lead on the implementation, monitoring and review of the Scheme. However, it is the responsibility of everyone in the Commission to support its implementation.
70. We will publish the Scheme on our website and ensure that it is widely embedded across the organisation, through using our employee forum and other communication mechanisms. Paper copies will be available upon request.

Monitoring, reporting, reviewing and updating

71. The equality data currently gathered by us has been used as a baseline for the development of this Single Equalities Scheme. The review of the data has highlighted gaps and the action plan outlines how we will address this.
72. A review of this Scheme will be conducted over a three year cycle with an annual review to monitor progress against the action plan set. This is an integral part of our business plan. The review process will be led by the Directorate of People & Organisational Development in conjunction with the Equality & Diversity Group, the Employee Forum as well as external stakeholders.

Comments and concerns

73. The Commission will always try to meet the standards outlined within this Scheme and our other policies and procedures. If you have a comment, concern or enquiry about the Scheme, you should:

- email us at humanresources@gamblingcommission.gov.uk
- phone us at People and Organisational Development Directorate on 0121 230 6507
- write to us at Director of People and Organisational Development
Gambling Commission
Victoria Square House
Victoria Square
Birmingham
B2 4BP

Annex A

Action plans 2008 - 2011

The action plans below set out the steps that the Gambling Commission will take to meet the Disability, Race and Gender equality duties which are the strands currently covered by legislation. Although at present there is no legal requirement to develop an equality scheme for age, sexual orientation and religious beliefs, we believe that our actions and commitment to equality and diversity should also apply to these areas.

Disability equality scheme

Element of duty action relates to	The action we will take	Who will take the lead?	How will we monitor it?	When will we do it by?
All	Take overall responsibility for embedding the Commission's overarching diversity strategy and its implementation	JW	Regular progress reports and metrics to Management Board (MB) and Commissioners	Ongoing
Promoting positive attitudes	Create an environment which promotes this - by training and awareness raising	JK	Employee surveys	End 2008 and ongoing
	Encourage people to feel safe to declare a disability by awareness, case studies etc	JK	Response to employee data collection	End 2008 and ongoing
Promote equality of opportunity – gather, use and monitor data on employment	Establish a complete framework of EO monitoring data on employees and potential employees to be collected and monitored	JK	Reporting to MB through Equality & Diversity (E&D) group and publishing on intranet	Ongoing
	Ensure that our high level guidance on the compliance processes to Compliance Managers and other operational guidance includes equalities and human rights issues.	NT for Regulation, other directors for their Directorates	Equality Impact Assessments (EIAs)	End 2008 and ongoing
	Review the procurement process to ensure fully promote equality of opportunity with suppliers	JG	The procurement process will reflect the outcome of the review	End 2011

Eliminate unlawful discrimination	Review all HR processes regularly to ensure they remain up to date with both legislation and good practice	JK	Evidence of review and any amendments Numbers of legal or complaint actions taken EIAs	June 2008 and ongoing
	Review of our licensing process to simplify it for all applicants which will help with accessibility for disadvantaged groups	NT	Review completed	End 2009
Involvement of disabled people in creating the scheme	Tap into established disability representative groups to advise and help develop policies and processes	E&D Group	Group established, meeting regularly and outcomes implemented	By September 2008 and ongoing
Assess impact of current and proposed policies and practices	Establish and use equality impact assessment processes and practices	Directors for each of their Directorates	Evidence of impact assessments and amendments	June 2008 and ongoing
Report on progress annually	Create a process for this	JK	Completed	January 2009
Set and publish objectives, scheme and action plan	Incorporate objectives where relevant in to the business planning process	Management Board	Published objectives, scheme and action plan and reviewed annually	2008 and annually
	We will consider the need to gather a full industry profile to understand the nature of the gambling industry in relation to equality and diversity in the United Kingdom	NT	Completed	End of 2008

Race equality scheme

Element of Duty action relates to	The action we will take	Who will take the lead?	How will we monitor it?	When will we do it by?
All	Take overall responsibility for embedding the Commission's overarching diversity strategy and its implementation	JW	Regular progress reports and metrics to MB and Commissioners	ongoing
Eliminate unlawful discrimination	Review all HR processes	JK	Evidence of review and amendment if needed Number or lack of actions taken EIAs	June 2008 and ongoing
	Ensure that our high level guidance on the compliance processes to Compliance Managers and other operational guidance includes equalities and human rights issues	NT for Regulation other directors for their Directorates	Evidence of review and any amendments	End 2008 and ongoing
	Review of our licensing process to simplify it for all applicants which will help with accessibility for disadvantaged groups	NT	Review completed	End 2009
Eliminate unlawful harassment	Awareness raising and review reporting procedures	JK	Numbers of actions taken	Ongoing-monitored annually
Promote equality of opportunity – gather, use and monitor data on employment	Establish a complete framework of EO monitoring data on employees and potential employees to be collected and monitored Establish a mechanism to identify the progression of people from different ethnic groups	JK JK	Reporting to MB through Equality & Diversity (E&D) group and publishing on intranet Mechanism built into the Snowdrop system and reporting to MB through Equality & Diversity (E&D) group and publishing on intranet	Ongoing – monitored annually

	Review the procurement process to ensure fully promote equality of opportunity with suppliers	JG	The procurement process will reflect the outcome of the review	End 2011
Consult relevant people	Develop links with local and national groups and employees forum	JK	Stakeholder Group expanded to ensure wider consultation	December 2008 and ongoing
Train employees	All employees to have race equality training	JK	Training review being undertaken and mandatory training will be implemented	September 2010
	Programme Managers to undertake EIA training	JK	Record of delivery and implementation	June 2010
Assess impact of current and existing policies and practices	Establish equality impact assessment procedures to review new and existing policies and practices	JK for procedure and P&OD and Directors for each of their Directorates	Procedures in place Evidence of assessments and any actions taken	June 2008 and ongoing
Set and publish objectives, scheme and action plan	Incorporate objectives where relevant in to the business planning process	Management Board	Published objectives, scheme and action plan and reviewed annually	2008 and annually

	We will consider the need to gather a full industry profile to understand the nature of the gambling industry in relation to equality and diversity in the United Kingdom	NT	Review undertaken	End of 2008
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Gender equality scheme

Element of duty action relates to	The action we will take	Who will take the lead?	How will we monitor it?	When will we do it by?
All	Take overall responsibility for embedding the Commission's overarching diversity strategy and its implementation	JW	Regular progress reports and metrics to MB and Commissioners	ongoing
Eliminate unlawful discrimination (including on the grounds of trans status)	Review HR policies and processes	JK	Evidence of review and lack of cases of unlawful discrimination EIAs	June 2008 and ongoing
	Ensure that our high level guidance on the compliance processes to Compliance Managers and other operational guidance includes equalities and human rights issues	NT for Regulation other directors their Directorates	EIAs	End 2008 and ongoing
	Review of our licensing process to simplify it for all applicants which will help with accessibility for disadvantaged groups	NT	Completed	End 2009
Eliminate harassment (including on the grounds of trans status)	Awareness raising and strengthen reporting processes	JK	Evidence of impact of training and lack of reported incidents	June 2008 and ongoing
Promote equality of opportunity – gather, use and monitor data on employment	Establish a complete framework of EO monitoring data on employees and potential employees to be collected and monitored	JK	Reporting to MB through Equality & Diversity (E&D) group and publishing on intranet	Ongoing – monitored annually
	Mechanism to identify if there is a gender pay gap to be established	JK	Equal Pay Audit complete and any action taken	June 2008
	Review the procurement process to ensure fully promote equality of opportunity with suppliers	JG	The procurement process will reflect the outcome of the review	End 2011

Consult relevant people	Review the employee groups to ensure gender representation Establish who to consult locally and nationally	JK	Evidence of consultation and its impact SH/CLG expanded	2008 and ongoing
Set and publish objectives, scheme and action plan	Incorporate objectives where relevant in to the business planning process	Management Board	Published objectives, scheme and action plan and reviewed annually	2008 and annually
Train employees	All employees to have gender equality training	JK	Training review being undertaken and mandatory training will be implemented	September 2010
	Programme Managers to undertake EIA training	JK	Record of delivery and implementation	June 2010
Assess impact of current and existing policies and practices	Establish equality impact assessment procedures to review new and existing policies and practices	JK for procedure and P&OD and Directors for each of their Directorates	Procedure in place. Evidence of assessments and any actions taken	June 2008 and ongoing
Review and revise at least every three years	Establish a process for this	JK	Evidence of review and revision	By 2010
	We will consider the need to gather a full industry profile to understand the nature of the gambling industry in relation to equality and diversity in the UK	NT	Review undertaken	End of 2008

In addition to the above we will use the data we gather from monitoring, complaints, and from our compliance activity to inform any future actions.

Equality impact assessment framework

An Equality Impact Assessment is the process by which the Gambling Commission will systematically review new and updated policies and programmes of work to see whether that policy or practice affects different groups differently.

The initial step is to conduct a screening assessment as follows:

1. Identify the main policy aims and who is likely to be affected
2. Identify the evidence likely to be helpful in carrying out the Equality Impact Assessment and what this information shows
3. Decide whether the policy, or policy change, is relevant to Equality and Diversity and whether:
 - There is a possibility of negative or differential impact
 - Likelihood of affecting or damaging relations between particular groups
 - Whether the policy could be directly or indirectly discriminatory.
4. Assess the relevance of the above to decide whether a full impact assessment is required or if not record conclusions and evidence.

If a full assessment is required then a summary of the procedure is as follows:

1. Consult with and involve people who are or are likely to be affected by the policy
2. Collect further data if the initial assessment has identified gaps
3. If policy is having, or is likely to have, an adverse impact consider options for action, including measures to mitigate, changes to the policy, alternative policies, abandonment or justification to the policy as it stands (subject to legal advice)
4. Take action
5. Publish the results of the assessment
6. Arrange for monitoring and review.

A full guide and forms are available on the intranet.

Functions and policy areas relevant to the duties

Area	Description	Importance for:		
		Race	Disability	Gender
P&OD	People Strategy	Relevant	Relevant	Relevant
	Code of Conduct	Relevant	Relevant	Relevant
	Disability Policy	Relevant	Relevant	Relevant
	Disciplinary Procedure	Relevant	Relevant	Relevant
	Equality and Diversity Policy	Relevant	Relevant	Relevant
	Leavers Policy and Procedures	Relevant	Relevant	Relevant
	Family Leave	Relevant	Relevant	Relevant
	Flexible Working Policy	Relevant	Relevant	Relevant
	Grievance Procedure	Relevant	Relevant	Relevant
	Harassment and Bullying Policy	Relevant	Relevant	Relevant
	Learning and Development Requests Policy	Relevant	Relevant	Relevant
	Leave Policy	Relevant	Relevant	Relevant
	Overtime Policy	Relevant	Relevant	Relevant
	Pay Structure	Relevant	Relevant	Relevant
	Performance Management Policy	Relevant	Relevant	Relevant
Redundancy Policy	Relevant	Relevant	Relevant	
Recruitment and Selection	Relevant	Relevant	Relevant	

	Retirement and Pensions Policy	Relevant	Relevant	Relevant
	Sickness Absence Procedure	Relevant	Relevant	Relevant
	Stress Management Policy	Relevant	Relevant	Relevant
	Values and Behaviours Guidance	Relevant	Relevant	Relevant
	Annual Leave Policy	Relevant	Relevant	Relevant
	Ending fixed term contract of employment procedure	Relevant	Relevant	Relevant
	Relocation procedure	Relevant	Relevant	Relevant
	Security Clearance Policy	Relevant	Relevant	Relevant
	Substance Misuse Policy	Relevant	Relevant	Relevant
	Data Protection	Not relevant	Relevant	Not relevant
	Freedom of Information Policy	Not relevant	Relevant	Not relevant
	Trade Union Recognition	Relevant	Relevant	Relevant
	Travel and Subsistence	Not relevant	Relevant	Not relevant
	Provision of hospitality and other entertaining to Commission employees and visitors	Not relevant	Not relevant	Not relevant
	Security Policy	Not relevant	Not relevant	Not relevant
	Annual leave purchase policy	Relevant	Relevant	Relevant
	Career break policy	Relevant	Relevant	Relevant

	Job evaluation policy	Relevant	Relevant	Relevant
	Leavers policy	Relevant	Relevant	Relevant
	Lone worker policy	Relevant	Relevant	Relevant
	Management of organisational change policy	Relevant	Relevant	Relevant
Finance	Delegated Authority Policy	Not relevant	Not relevant	Not relevant
	Accounting and Financial Policies	Not relevant	Not relevant	Not relevant
	Procurement Guidance	Not relevant	Not relevant	Not relevant
ICT/Facilities/BSIM	Mobile Phone/Blackberry Policy	Not relevant	Relevant	Not relevant
	Fire and General Evacuation Plan	Not relevant	Relevant	Relevant
	Health and Safety Policy	Not relevant	Relevant	Relevant
	Environmental Policy	Not relevant	Not relevant	Not relevant
	Health and safety guidelines for remote workers	Not relevant	Relevant	Relevant
	Laptop user guidelines	Not relevant	Relevant	Not relevant
	Electrical safety guidelines	Not relevant	Not relevant	Not relevant
	Manual handling guidelines	Not relevant	Relevant	Relevant
	Vehicle safety guidelines	Not relevant	Relevant	Not relevant

	Health and safety: Hazard identification and risk assessment guidelines and procedures	Not relevant	Relevant	Not relevant
	Contractors guidelines	Not relevant	Relevant	Not relevant
	Information Security System (ISMS) Policy	Not relevant	Relevant	Not relevant
	Business Continuity Policy	Not relevant	Relevant	Relevant
	Disposal of IT Equipment Policy	Not relevant	Not relevant	Not relevant
	Incident Management Policy	Relevant	Relevant	Relevant
	Information Risk Policy	Not relevant	Relevant	Relevant
	Information Management Strategy	Not relevant	Not relevant	Not relevant
	Risk Management Framework Guide	Not relevant	Not relevant	Not relevant
	Statement of Internal Audit Procedures	Not relevant	Not relevant	Not relevant
	Record Classification and Retention Schedule	Not relevant	Not relevant	Not relevant
	System Back-up Policy	Not relevant	Not relevant	Not relevant
	Exchange of Information Internal Guidance Note	Not relevant	Not relevant	Not relevant
Communications	Internal Communications Strategy	Relevant	Relevant	Relevant

	Communications Strategy	Relevant	Relevant	Relevant
Licensing, Compliance and Enforcement and Intelligence	Letters and standard responses	Not Relevant	Relevant	Not Relevant
	Calls and Email responses	Not Relevant	Relevant	Not Relevant
	Application forma	Not Relevant	Relevant	Not Relevant
	Operational Guidance notes	Not Relevant	Not Relevant	Not Relevant
	Visit reports	Not Relevant	Not Relevant	Not Relevant
	First Contact & Desk Top Compliance process	Not Relevant	Relevant	Not Relevant
	Licences	Not Relevant	Relevant	Not Relevant
	Regulatory Return process and forms	Not Relevant	Relevant	Not Relevant
	Key events	Not Relevant	Relevant	Not Relevant
	Operations Planning Policy	Relevant	Relevant	Relevant
	Compliance Policy	Relevant	Relevant	Relevant
	Operational Policy	Relevant	Relevant	Relevant
	Warrant Application and Execution Policy	Relevant	Relevant	Relevant
	Exhibit Handling and Detention Property Policy	Not relevant	Relevant	Not relevant
	IT Recovery/ Examination Policies and Procedures	Not relevant	Relevant	Not relevant
	Licensing, compliance and enforcement policy statement	Not relevant	Not relevant	Not relevant

	Statement of principles for determining financial penalties	Not relevant	Not relevant	Not relevant
	Statement of principles for licensing and regulation	Not relevant	Not relevant	Not relevant
Other Operational policies	Licensing Conditions and Codes of Practice (including supplements)	Relevant	Relevant	Relevant
	Gaming Machines Technical Standards (including supplements)	Not relevant	Not relevant	Not relevant
	Remote and gambling software technical standards (including supplements)	Not relevant	Not relevant	Not relevant
	Testing strategy for compliance with remote gambling and software technical standards	Not relevant	Not relevant	Not relevant
	Gaming machine testing strategy (including supplements)	Not relevant	Not relevant	Not relevant
	Co-regulators concordant between the Gambling Commission and LACORS	Not relevant	Not relevant	Not relevant
	Code of practice for equal chance gaming in clubs and premises with an alcohol licence	Relevant	Relevant	Relevant

	Guidance to licensing authorities	Relevant	Relevant	Relevant
	Betting integrity: policy position paper	Not relevant	Not relevant	Not relevant
	In-running (in-play) betting: policy position paper	Not relevant	Not relevant	Not relevant
	Advice on gaming in clubs and alcohol licensed premises	Not relevant	Not relevant	Not relevant
	Bingo and casino equipment technical requirements	Not relevant	Not relevant	Not relevant
	Rules of casino games in Great Britain	Not relevant	Not relevant	Not relevant
	List of approved casino games	Not relevant	Not relevant	Not relevant
	Lottery guidance for charity trading companies and sporting clubs	Not relevant	Not relevant	Not relevant
	Prevention of money laundering and combating the financing of terrorism	Not relevant	Not relevant	Not relevant
	Duties and responsibilities under the Proceeds of Crime Act 2002 – advice to operators (excluding casino operators)	Not relevant	Not relevant	Not relevant
	Gambling industry code for socially responsible advertising	Not relevant	Not relevant	Not relevant
	Gaming machine permits code of practice	Relevant	Relevant	Relevant

Corporate Governance	Corporate Plan	Relevant	Relevant	Relevant
	Corporate Governance Framework	Not relevant	Not relevant	Not relevant
	Rules for the conduct of business	Not relevant	Not relevant	Not relevant
	Code of practice for Commissioners	Relevant	Relevant	Relevant
	Anti-fraud and corruption policy	Not relevant	Not relevant	Not relevant
	Audit Committee terms of reference	Not relevant	Not relevant	Not relevant
	Remuneration Committee terms of reference	Not relevant	Not relevant	Not relevant
	Delegation of powers	Not relevant	Not relevant	Not relevant
	Complaints policy	Not relevant	Not relevant	Not relevant

Please note the policy areas are not ranked in order of importance.

Document version control effective from June 2010

Date	Changed by	Summary of changes made	Version number
April 2010	J Ripley	Actions reviewed and updated Annex A updated with changes to names and job titles	Draft April 10
July 2010	J Ripley	Annex C reviewed and amended with reference to the relevancies and extended to include all new policies Impact of Equality Act 2010 considered	Draft April/July 10
August 2010	J Ripley	Annex C further reviewed and slightly amended Some slight changes to text to aid understanding and clarify practices.	V2