Draft
Race Equality Scheme
2002-2005

Year 1
2002 - 2003
LB Barking and Dagenham - Race Equality Scheme (Year One)

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Section One

An Increasingly Diverse Community – A Borough Profile

1.1 Approximately 166,000 people live in Barking & Dagenham - women and men, disabled people and people who are able-bodied, old people and young people, people from the indigenous white community and people from minority ethnic communities, people who are heterosexual, lesbian and gay, people from faith and non-faith communities.

1.2 The life experiences of these communities overlap. People’s sense of themselves is changing and evolving. This is particularly so for the borough's black, Asian and minority ethnic communities, many of whom have recently settled here. The Borough is becoming more diverse and this will be reflected in the 2001 Census data when it is published.

This new data is also likely to indicate that:

- Approximately 85% of the population of the borough are white British.
- 12-15% of Barking and Dagenham’s population are from minority ethnic communities including Black African, Black African-Caribbean, Chinese, Indian, Pakistani, Bangladeshi, Somali, Turkish and Albanian/Bosnian.
- Between 3,500-5,000 local people are refugees or asylum seekers.
- Over 50% of the local population are women.
- Approximately 20% of the local population are estimated to have a physical or mental disability (including those with mental health problems)
- Just under 25% of the local population are aged 50 plus.

Additionally, national research suggests that between 5-10% of the national population are lesbian or gay and this is likely to be true of residents in the Borough.

1.3 Barking & Dagenham is an increasingly diverse part of one of the most diverse/multi-cultural capital cities in the world. This trend is a huge bonus to the borough and the Council is committed to carry out positive work to fulfil its community priority, 'Promoting Equal Opportunities and Celebrating Diversity.'

1.4 The Borough's diverse communities will increasingly contribute to the cultural life of local area, its business activity and the delivery of local services. However, increasing diversity and serious disadvantage continue to co-exist in Barking & Dagenham.
There is much stubborn deprivation and disadvantage which is reflected in:

- A continuing problem with racial harassment/attacks and domestic violence
- High numbers of lone parents on benefits and pensioners on low incomes
- High levels of long term structural unemployment
- The lowest household income levels in London
- The lowest number of people holding graduate qualifications in the country
- Serious skills gaps amongst the local working population
- Adult literacy problems
- High rates of ill health and mortality

1.5 Deprivation impacts upon large sections of the local community, particularly the local white working class population, members of ethnic minorities, women, disabled people and older people. Complex sets of factors have created this situation, including industrial decline, economic restructuring, social exclusion and discrimination.

Section Two

The Background – Equalities in Barking and Dagenham Council

2.1 Barking & Dagenham Council adopted a policy statement on equalities in employment in 1993. Until 2000/01, the Council tended to adopt a piece-meal approach to equalities. We reacted to statutory requirements in areas such as sex discrimination and disabilities, rather than developing a coherent and systematic approach to the broad range of equalities issues.

2.2 In the absence of a coherent approach and corporate policy framework, individual departments/services developed policies and initiatives in isolation. However, without a corporate framework this work lacked clear strategic direction.

The absence of a corporate equalities strategy and framework was identified as a major deficit by a number of inspection and funding regimes. It was further highlighted in the ID&eA review of Council carried out in March 2000 as a major organisational weakness. The authority responded by developing a corporate strategy and framework on equalities which was included as a major commitment in the 2000/01 Best Value Performance Plan.

2.3 A major outcome of this work was the agreement of essential concepts and principles. A vision statement resulted in the formulation of a new community priority: ‘Promoting Equal Opportunities and Celebrating Diversity'
This initial report established the approach and the vision. The second, implementation report in 2001 provided the means by which the Council proposed to achieve its vision. The Executive agreed a strategy based upon the achievement of key strategic objectives within a three-year time-scale.

2.4 From the outset, the Council has taken a very clear position. Race Equality is one vital, central plank of a broad based approach to equalities and diversity. This is reflected in the three year corporate strategy, which includes specific objectives in response to the Lawrence Inquiry recommendations and complying with the provisions of the Race Relations (Amendment) Act 2000.

The Council is committed to maintaining this policy stance with a pro-active response to forthcoming sex discrimination legislation and the implications of European Union Article 13.

Section Three

“Beyond Lawrence” - the local context of the Race Equality Scheme

3.1 In response to the report of the Lawrence Inquiry, Council Officers followed the Local Government Association guidelines and assessed their progress against the checklist. The implementation of the Inquiry’s recommendations was co-ordinated by a Working Group (The Lawrence Inquiry Officers’ Working Group, which reports to the Corporate Equalities and Diversity Steering Group). Amongst its achievements have been the organisation of well-attended conferences on the amended Race Relations Act, the production of posters and training materials and the publication of the “Learning from Lawrence” newsletter.

3.2 In preparation for the production of the Race Equality Scheme, the Lawrence Inquiry Officers’ Working Group commissioned an independent consultant to evaluate progress and identify areas for future development which would be prioritised in the Scheme. The consultant conducted some preliminary consultation through the Race Equality Council (REC) and Ethnic Minorities Partnership Agency (EMPA) as well as evaluating all existing internal data, primarily sourced through the LGA audit and relevant committee reports. Her published report “Beyond Lawrence” has formed the basis of the community consultation which underpins this Race Equality Scheme and will be used as a model for communicating the authority’s plans and activities on equalities and diversity in the future.
3.3 Many of the significant achievements which were highlighted in this report resulted from the authority’s commitment to mainstreaming equalities and diversity. The emphasis in Barking and Dagenham is on building improvement through a corporate approach which lays responsibility on staff and managers at all levels. In response to local need, we have opted out of the departmental approach which may have worked for some authorities. We have opted instead for a joined-up strategy which links to initiatives on continuous improvement, for example Best Value and the Balanced Scorecard.

3.4 Some examples of early successes are:

a) The definition of a racist incident from the Lawrence Inquiry Report has been adopted by the Council and is now the starting point for investigating cases of racial harassment and discrimination. The definition of institutional racism has been re-affirmed and informs decisions about policy development and strategic planning.

Barking and Dagenham has adopted a corporate policy statement on Equal Opportunities and Diversity - plus a specific policy statement on Black, Asian and Minority Ethnic communities which meets level 1 of the Commission for Race Equality (CRE) standard.

c) Race equality issues have been explicitly integrated into Departments’ Best Value Reviews and are being included in Balanced Scorecards.

d) In response to community need, the Council has produced and distributed a series of publications encouraging people to report racist incidents, has expanded practical support to victims and actively participated in developing a multi-agency strategy on racist incidents in the borough. Such incidents are monitored as part of the community safety strategy and statistics on racial harassment are included in the Crime Audit. All departments now submit returns on the number of racist incidents and on subsequent action. This data is analysed following the CRE guidelines.

e) Barking and Dagenham has started to play a central role in developing multi-agency initiatives on race equality, including an active contribution to the Ethnic Minority Strategy Group - in partnership with Health and the voluntary sector.

f) All requirements of the Local Government Association checklist have been achieved in relation to customer care and complaints.

g) Recognition criteria for tenants and community groups now include racial equality and valuing diversity and mainstreaming Equal Opportunities and
valuing diversity are now standard conditions for voluntary organisations to win grant aid. There has been some progress in encouraging black and minority ethnic groups to formalise their status as voluntary organisations, particularly through the Council’s support for the Ethnic Minority Partnership Agency.

h) By April 2003, all contracts will include a clause on the Race Relations (Amendment) Act and this will be introduced on renewal of existing contracts. There is clear feedback from black and minority ethnic communities that the process for recruiting staff has radically improved and there are very few complaints. The authority is now monitoring the selection process in line with the recommendations of the Lawrence checklist.

j) The Stephen Lawrence Training Pack will be published in May, 2002 for use with all staff.

k) There are plans in place to comply with all the Local Government Association guidelines on employee relations by the end of 2002.

l) A support group for black staff has started meeting and will continue to develop in line with the equalities strategy. The group has agreed short and long-term objectives and identified some initial issues which they feel that their employers should address if the group is to have any chance of success.

3.5 Departmental successes to date

Much of the pioneering work on service delivery was initiated by staff within the Housing and Health Directorate, which has demonstrated full compliance with the LGA checklist.

This includes:

* the removal of racist graffiti and regular review of racial harassment cases
* food hygiene training in the most common community languages
* monitoring using the CRE code of practice
* agreed criteria for tenants and residents includes equalities issues
* monitoring the take up of grants and allocations
* mandatory training on equalities and diversity

3.6 The Asylum Seekers’ Unit has won awards for its work with refugees arriving in the Borough
3.7 Education, Arts and Libraries has adopted the CRE Standard for Youth, published an Ethnic Minority Achievement Action Plan for Schools and started to:

- analyse statistics and monitor feedback, complaints and racist incidents
- implement new procedures for the continual assessment of pupil performance amongst black and minority ethnic groups
- analyse the ethnic background of pupils permanently excluded and develop a new strategy on the over-representation of excluded black, asian and minority ethnic pupils
- develop the specialist Language Support Service to provide English language teaching for new arrivals and help to raise the achievement of black, asian and minority ethnic children.
- host an annual awards ceremony to celebrate academic success amongst black and minority ethnic pupils

3.8 Monitoring the take-up of cultural and leisure activities by ethnicity helped the Department of Leisure and Environmental Services (DLES) to identify barriers to take up amongst, for example, women from minority ethnic communities. In response the authority is gearing publicity material towards under-represented groups, organising more “women-only” sessions and training more female lifeguards

3.9 The Social Services Department is fully compliant with the monitoring, analysing and review of Looked After Children, people sectioned under the Mental Health Act and those in the care of the youth justice system. In response to a Best Value Review, the service specification for the provision of meals requires the new provider to meet the specific needs of black, asian and minority ethnic elders. Day Services are being configured to meet the needs of BA&ME communities with some specifically targeted services, for example, Age Concern is providing day services to Afro-Caribbean elders.

3.10 Beyond Lawrence

The “Beyond Lawrence” review concluded that the major pre-requisite for the successful implementation of the Race Relations Amendment Act in Barking and Dagenham was for the whole community to share the Council’s vision - one of empowerment for the whole community. Central to this would be the need for Barking and Dagenham to demonstrate clearly its commitment to achieving this vision. Members of the Council have endorsed this view and, based on consultation with the local communities, have decided to continue with a corporate strategy on Race Equality, taking a themed approach to the prioritisation of action. In line with the CRE’s code of practice, the authority is using this themed approach to plan and implement change which will maximise the promotion of race equality.
3.11 Through research, the consultant identified three key areas in which improvements need to be made -

- meaningful engagement with local communities
- the management and development of human resources (staff and contractors)
- service delivery

We wish to publish a Race Equality Scheme which explains our current thinking and details a strategy for making progress in these priority areas. Working in partnership with local communities should mean that we can fulfil our statutory duties in the most effective way. This demands a corporate approach which may differ from other authorities’ needs to take a departmental approach working from service to service.

3.12 Consulting local communities, we identified a strong view that the authority should “put its own house in order” before attempting meaningful dialogue and partnership. Members of the minority ethnic communities still see the authority as a “white” employer. Although changes in procedures are welcomed, these will only be successful if the staff implementing them are recruited, trained and managed effectively.

To engage with the community, officers need to prove that they understand and challenge discrimination and that they are committed to promoting racial equality and valuing diversity. Credibility depends on managers being committed to upholding these objectives, ensuring that they are mainstreamed in all people management and development practices. These practices will inform the way that we serve the community and work in partnership and will include:

- the drawing up of person specifications to include clear equalities statements
- promoting anti-discrimination through supervision and personal appraisal
- opportunities for development and training
- personal/team development plans
- appropriate anti-discrimination training and coaching

The priority for the next twelve months will be to work with managers to re-assess their practices and achievements and implement and plan improvements. At the same time, the Council will start developing a longer term strategy for community involvement and service delivery. Local people lack confidence that the Council’s workforce is consistently equipped with the skills, knowledge and commitment that will be required if the Act is to implemented in a meaningful way which benefits all the local communities.
3.13 We are complying with the code of practice by prioritising on a year-by-year basis but starting from a real need to develop and manage staff prior to creating the meaningful dialogue with local communities which will allow us to continue identifying and implementing appropriate changes in policy and practice.

3.14 The structure of our Race Equality Scheme is therefore built around this themed approach, which reflects initial consultation and will be developed through further consultation over the next six months.

Our Action Plan (see Section Seven) lays out concrete steps for success in Year One with a primary emphasis on the management and development of all our human resources - whilst recognising that much preparatory work will start immediately on the Year Two/Three priorities.

3.15 To test a range of models for working with the many different communities in the borough, we have invited feedback on the initial report “Beyond Lawrence” through a number of channels and will evaluate the effectiveness of these in providing informed comment from as wide a cross section as practically possible.

3.16 These consultation methods included:

- discussions with representatives of local groups such as the REC, EMPA and the Black Workers Group
- a written questionnaire sent out by the Ethnic Minority Partnership Agency to all their members
- a four-page full-colour newsletter to be inserted in the local (free) newspaper with a feedback form
- an open meeting hosted by the Race Equality Council
- commissioning a series of one-to-one interviews to be conducted by the EMPA (Ethnic Minorities Partnership Agency) development officer

Section Four

Equalities and Diversity - Our Principles, Values and Standards

4.1 Corporate Equalities & Diversity Policy Statement (published May, 2001)

One of Barking & Dagenham Council’s seven community priorities is ‘Promoting Equal Opportunities & Celebrating Diversity.’
The Council has an unequivocal commitment to the principle and operation of equality in terms of the delivery of quality services to all of the people of the borough and this includes contracting/procurement, public consultation/engagement and our employment practices. We also wish to encourage a positive approach to celebrating the diversity of people in the borough and the Council’s workforce.

In 2001, the Council adopted the following statement to demonstrate its commitment to promoting equal opportunities & celebrating diversity:

In the employment of staff, delivery/accessibility of all services, contracting/procurement strategies and public consultation/engagement, Barking & Dagenham Council will actively promote equality of opportunity and seek to celebrate diversity.

The Council will treat all people equally and fairly whether they are:

• Seeking access to or using Council services or those provided on the Council’s behalf

• Contracting to supply goods or services to the Council

• Applying for employment with the Council or already employed and seeking access to promotion and training/personal development opportunities

• Involved in public consultation/engagement with the Council regarding its services, community priorities or strategic plans

The Council will strive to eliminate both direct and indirect discrimination and will find ways of celebrating the diversity of our workforce and the local community that they serve. In particular, we are committed to eliminating discrimination on the specific grounds of class, age, race & ethnicity, gender, disability, sexuality, HIV status, health, marital status, nationality, religious belief, caring responsibilities for dependants, or unrelated criminal convictions.

We aim to ensure equal access to services for citizens on the basis of need and to deliver them in a manner that is sensitive to the individual. We will represent the needs of our increasingly diverse community to other agencies and make equal opportunities a guiding principle in our work with strategic partners. We will strive to ensure that our workforce reflects the community that it serves and we will adopt pro-active strategies, such as target setting, to achieve our objectives.

The Council has adopted a ‘mainstreaming’ approach to equality of opportunity. Under this it is the responsibility of every employee and member of the Council to uphold and implement this policy and the direct responsibility of managers to realize it by adopting sound practices, in employment, consultation,
contracting/procurement and service delivery planning, in keeping with the Council's objectives. The emphasis is upon ensuring that fairness and equality of opportunity is a mainstream not a peripheral activity and that it is the responsibility of managers and service providers.

The Council will use monitoring data and proactive measures to eliminate discriminatory institutional practices within its own organisational culture & structures, procurement policies, service planning/delivery mechanisms and public consultation/engagement strategies. In this way we will create a discrimination free work environment, fair and transparent processes and practices, relevant & fully accessible services and active consultation/engagement with all sections of the community. In the course of doing so we are committed to developing equalities and diversity objectives and targets, consultation and need/impact assessment, monitoring, audit and scrutiny/overview.

We will celebrate diversity in the community and the Council workforce and recognise it as a strength. The Council anticipates the trend towards increasing diversity within the locality and the future implications of this in terms the composition of the Council's workforce, the way that we fulfil our many functions and deliver services. It is an approach that embraces and celebrates 'difference' in its very broadest sense, across age, disability, ethnicity/race, culture, gender and sexuality. In doing so, the Council prizes communal cohesion, social justice and the contribution of 'difference' to the life of the borough. Having a representative workforce makes us better equipped to respond to change and understand the needs of diverse populations and client groups. This, in turn, will make us a more adaptable and effective organization.

The Council will demonstrate its community leadership role by working with strategic partners and the community to achieve agreed equalities and diversity objectives within the locality. In doing so the Council will emphasize both the importance of equality of opportunity and the value of the borough’s increasing diversity and the benefits that this brings to the Council workforce and the overall life and vitality of the local area.

4.2 The Council’s Equal Opportunities and Diversity Vision Statement (published November, 2001)

In 2001, the Council agreed the following vision statement which attempts to outline the type of Equalities and Diversity organization that the Council wishes to become:
We wish to create and pursue a vision of Barking & Dagenham Council as a modernised local authority, that through its Equalities and Diversity strategy:

- Maintains a discrimination free work environment;
- Values and develops its employees skills and abilities regardless of gender, race, disability, age or sexuality
- Delivers relevant, culturally sensitive and fully accessible services to all sections of the local community;
- Monitors and tackles inequality in service delivery via the targeting of services to excluded social groups;
- Consults, engages and is aware of the views of the whole of the community;
- Celebrates cultural and other forms of diversity and recognises how this enriches the life of the borough
- Has open and transparent contracting and procurement processes based upon equality of opportunity and provision
- Uses the energies and creativity of the voluntary/community sector to provide culturally specific services and makes equalities a fundamental condition of grant-aid and service level agreements for all funded organisations; and
- Provides strong community leadership in the pursuit of equality and diversity objectives in the borough as a whole and uses multi-agency and partnership working to secure those objectives

Section Five

Race Equality - Our Principles, Values and Objectives

5.1 Corporate Policy Statement of Principles, Values and Standards on Race Equality (published May, 2001)

One of Barking & Dagenham Council's seven community priorities is ‘Promoting Equal Opportunities and Celebrating Diversity.’ As a part of this we have a commitment to the principal and operation of equality of opportunity in terms of the delivery of quality services to our customers, and all of the people of the borough, public consultation, procurement and employment practices. A central plank of our equalities & diversity strategy is our determination to effectively tackle all forms of discrimination, whether based on race, gender, disability, sexuality or age, that exists both within the Council and the local community.
The Council is committed to:

- Opposing the socially divisive and harmful effects of racism, which subjects black and minority ethnic people to negative attitudes and treatment resulting in racial discrimination, hatred and harassment. The end effect of racism is to deny equality of opportunity to black and ethnic minority people.

- Working to eliminate racism within its internal structures and organisational culture as well as encouraging non-discriminatory behaviour and attitudes. In this way we will seek to eradicate institutional racism in its many forms, including words, conduct or processes that advantage or disadvantage people because of their colour, culture or ethnic origin. For this purpose the Council has formally adopted the Lawrence Inquiry definitions of institutional racism and a racist incident.

- Working to eliminate both direct and indirect discrimination against black and ethnic minority people in its policies, procedures and practices, both in terms of service provision and employment. We will also ensure that future policies, procedures and practices are equal opportunities based in terms of race equality issues.

- The provision of equal access to its services and equal treatment of its employees, job applicants and the people who use its services, regardless of their colour or ethnic origin. We will also take the necessary steps to ensure the views of the black and ethnic minority communities are taken fully in to account as an integral part of the Council’s consultation processes. The necessary corporate and departmental monitoring, evaluation, policy review and consultation mechanisms to achieve these objectives.

- Utilising its community leadership role and various partnership arrangements to work collaboratively with all the communities in the borough to combat racism within the community. In doing so, the Council will highlight the enormous benefits of increasing cultural diversity in enriching the borough, making Barking & Dagenham a more vibrant and enjoyable place to live and work.

- Encouraging the celebration of the diversity of the people of the borough, including the advantages arising from ethnic and cultural difference. The Council will strive to ensure that the increasing diversity of the locality results in a representative workforce, in recognition that this will create a stronger and more effective organisation.
Recognizing that racial discrimination and disadvantage impact adversely upon different communities in different ways and that this results in issues of different relevance to the various black and ethnic minority communities. The Council accepts its responsibility to identify the needs of the different black and ethnic minority groups to ensure that service delivery and employment practices are response and relevant to all black and ethnic minority groups.

Acknowledging that black and ethnic minority people can also experience other types of discrimination or disadvantage and, in the pursuit of racial equality and social justice, it will ensure full consideration of the needs of disabled people, lesbians and gay men, women, older people and other relevant disadvantaged groups.

5.2 Race Equality Strategic Aims (published 2001)

- We aim to implement as quickly as possible, all the recommendations flowing from the Stephen Lawrence Inquiry and prepare to comply with the provisions of the new Race Relations (Amendment) Act 2000

- Every part of the community is entitled to have access to and receive good quality services, and to have a say in how they are provided

- We will strive to find ways to consult and work with all sections of the community; to obtain views on the quality and appropriateness of our services

- As a Council we will take steps to ensure that our processes for contracting and employment of goods and services are open and fair

- As a Council, we will use our community leadership role to take the lead in strongly opposing all forms of racism. It divides local people and denies equality of opportunity to part of our community. This will be a consistent theme with key strategic partners and the Borough Partnership

- We will work to overcome institutional racism and direct and indirect discrimination, both in the services that we provide and those provided by other organisations/bodies on our behalf

- We will strive to create a discrimination free work place and encourage a workforce representative of the borough, so that as a Council, we are in a position to better identify and respond to the needs of the community

- We will celebrate cultural and other forms of diversity, as this enriches the life of our borough
5.3 Race Equality - Our Statement of Intent

From now on, we will mainstream race equality by working on four fronts:

*Forging Partnerships*  *Developing Shared Vision*
*Providing Leadership*  *Shifting Public Perceptions*

To achieve our strategic aims we will focus on three aspects of our work over the next three years:

**Year One 2002/3 - Human Resource Management and Development**

Our priority for Year One will be to ensure that the right people are working within the organisation and that they are properly equipped to meet the needs of all the local communities. If we can demonstrate to local communities our commitment to “putting our own house in order” we will be able to engage with those communities to build partnerships that are robust enough to support future work on race.

There are two areas of concern which we will address in the first year of our Race Equality Scheme:

- One is the lack of cultural diversity in the workforce, particularly in the more senior management posts and the way in which this may be interpreted in terms of institutional racism.

- The second is the need for targeted training and development for staff, and advice to contractors to equip them to engage with the community and forge meaningful partnerships that result in improved services for all

This work will continue throughout all three years of the Scheme.

A great deal of preparation work on community involvement will also take place throughout Year One, together with the research that will underpin Year Three’s work on improving service delivery. Managers of services which have been identified as High Priority in the Race Equality audit (see Appendix) will be expected to be particularly active in formulating action plans for the detailed impact studies that will be required to inform the work in subsequent years.
Year Two 2003/4 - Community Involvement

We will take a new creative approach to consulting the community, focusing on meeting people where they are and on their terms. We want to involve local people so that they can make a difference. We will set targets which will prove our commitment and then achieve them in partnership with the people of Barking and Dagenham.

Our priorities for the year 2003/4 are:
- to ensure that all communities are aware of the Council's commitments on race equality
- to improve the public’s view of the local authority - as an inclusive multi-ethnic organisation which listens to the community and values diversity
- build public confidence in the Council’s ability to deal sensitively with racially motivated incidents
- to join more effective multi-agency initiatives on race equality
- to encourage effective community-led initiatives to address racism and contribute to policy development
- to support more local events to explore cultural diversity
- to support tenants’ and community groups to work effectively on race equality and valuing diversity
- to develop more voluntary organisations which represent all the communities in Barking and Dagenham, irrespective of their ethnic background
- to encourage black, Asian and minority ethnic involvement in partnership initiatives, specially funded area and zone activities and central government initiatives

The work on Human Resource management and development will also continue throughout Year Two, with an emphasis on revising policy and practice in response to what is learnt in Year One.

Year Three 2004/5 - Service Delivery

People who face discrimination in their daily lives deserve public services that champion their fight to play a full part in society. We have demonstrated our ability to assure Quality and Equality in some of our work and will try to bring all our services up to the same high standards so that they meet the needs of all the local communities.
Based on the comprehensive impact studies which will result from the community involvement of Year Two, the authority will seek to ensure that all of the services designated High or Medium Priority will produce and implement an improvement plan for Year Three and that this will be integrated in the Best Value process and included on Balanced Scorecard.

From April 2004, our priorities will be:

1. Frontline managers to monitor the take-up of, and satisfaction with, services by ethnic background
2. Frontline managers to identify under-representation and consult local people on possible reasons
3. Service managers to produce a strategy for consulting local communities to identify pockets of exclusion, gaps in services and areas for improvement.
4. Departments to collate information and use it in planning future services
5. Frontline managers to produce annual action plans, based on community consultation, to counteract the identified barriers to equality
6. Each department to produce an annual review summarising:
   - take-up of existing services by ethnic background
   - feedback from black, Asian and minority ethnic communities
   - results of research conducted with under-represented groups
   - feedback on unmet need and gaps in services
   - information about communities currently excluded from mainstream services
   - plans for overcoming barriers to equality and counteracting discrimination
   - implications for policy development and corporate planning
7. Annual review to be evaluated corporately and priorities identified for continual improvement in line with the Council’s Race Equality Scheme, Best Value and the Council's Balanced Scorecard
8. Race equality issues to be integrated into procurement and contracting
Section Six

The Race Relations (Amendment) Act 2000 - how we are meeting the general and specific duties

6.1 The Council’s general duties under the Race Relations (Amendment) Act are to:

- Eliminate unlawful racial discrimination
- Promote equality of opportunity; and
- Promote good race relations

6.2 We are keen to ensure that all our work around Equalities and Diversity is built into the Best Value review process so that it is perceived as integral to the core work of the authority.

Furthermore, as one of the first tranche of authorities being inspected under the Audit Commission’s Comprehensive Performance Assessment we want to demonstrate that our corporate approach to Equalities and Diversity is robust enough to stand up to scrutiny. The feedback from this CPA is due in December, 2002 and will inform our approach and future strategic planning around equalities and diversity - including future reviews of this Race Equality Scheme.

6.2 As part of the “Learning from Lawrence” strategy, the authority started assessing the likely impact of its policies and practice on the promotion of race equality.

We have now completed a preliminary audit of the authority’s functions, using a range of formats based on the assessment grid recommended by the CRE in its Good Practice Guide. A summary of the findings will be attached as Appendix B when finalised.

At the same time, public consultation around the report “Beyond Lawrence” has started to give a clear indication of the concerns of local black, Asian and minority ethnic communities.

6.3 In order to meet the general duty of the Race Relations (Amendment) Act, it will be necessary to consider the results of this preliminary audit and the response of the local communities. An initial consultation exercise was undertaken through the Ethnic Minority Partnership Agency and the Race Equality Council and the views expressed have assisted with the prioritisation of action.
6.4 An initial analysis indicates that there are very few areas of the Council’s work which are deemed irrelevant to discrimination, equal opportunities or race relations.

Further consultation is likely to confirm the following:

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6.5 Those functions which are the most relevant to tackling discrimination, promoting equal opportunities have been the focus of much of the work undertaken in response to the Lawrence Enquiry report and will continue to be the areas that are prioritised in the impact assessments to be conducted in preparation for Years Two and Three.

6.6 Policies and procedures are being overhauled and the response from local communities has been documented as positive. There is, however, a strong feeling that those implementing the policies sometimes lack commitment and that the authority will continue to fail in its attempts to challenge all forms of
discrimination until it ensures that all staff understand the barriers to equality which result in discriminatory practice - and are equipped to support all local people in challenging these.

6.7 At a large public meeting called to discuss the priorities for the Race Equality Scheme, it was even proposed that each member of staff should be asked to sign a statement of commitment on anti-racism as a condition of employment in the Council. This indicates the strength of feeling amongst some members of black and asian minority communities but the idea was not widely supported and the authority would not find it appropriate to introduce such a policy. There is, however, almost universal support for the introduction of anti-discriminatory practice as an area of core competence and for performance indicators to include clear measures linked to good practice guidelines on race. This is how the authority intends to proceed and has been integrated into the action plan for Year One.

6.8 It is clear that, while managers have provisionally identified those functions which are particularly relevant to eliminating discrimination, it will be most important to spell out the way in which the authority is demonstrating commitment in a practical way through changes in the development and management of Human Resources - through induction, performance management, coaching, training, selection, promotion and retention.

Whilst the legislation requires the authority to have “due regard to the need to tackle racial discrimination, promote equality of opportunity and promote good relations”, here in Barking and Dagenham we wish to demonstrate a total commitment to equalities and diversity which enables the development of a shared vision with our different local communities. Meeting the duties of the Act will underpin the work of each and every team and their performance will be measured by their success ensuring that their work meets the needs of all local people, acknowledging those who may previously have been discriminated against.

6.9 Once confirmed through consultation, those functions which are identified as ‘Priority One” for action will be targeted within the final action plan for Human Resource Management and Development in Year One. In addition, the managers of these services will be required to produce (by the end of September 2002) supplements to their annual Service Balanced Scorecard which indicate how they propose to assess and address the needs of the communities which they are currently failing.
These services are likely to include the following, though the final list will be produced after further consultation:

<table>
<thead>
<tr>
<th>Department</th>
<th>Division</th>
<th>Service for Review/Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social Services</td>
<td></td>
<td>Children with disabilities, Day Opportunities Service, Community Learning Disability Team, Court service, Parenting, Supervision of young offenders, Victim liaison, Final-warnings reprimand, Resettlement, Bail supervision, Report writing</td>
</tr>
<tr>
<td>Education</td>
<td>Literacy and Cultural Service</td>
<td>Literacy</td>
</tr>
<tr>
<td></td>
<td>Support Services</td>
<td>Human Resources</td>
</tr>
<tr>
<td></td>
<td>Children’s Support</td>
<td>Exclusions</td>
</tr>
<tr>
<td>Leisure and Environmental</td>
<td>Parks and Leisure</td>
<td>Development of Partnership opportunities with the community and private sector</td>
</tr>
<tr>
<td></td>
<td>General Admin</td>
<td>Complaints handling/ monitoring, Customer care, Security and crime prevention advice for council property, Joint operations with Police, Disciplinary and harassment, Noise patrol</td>
</tr>
<tr>
<td></td>
<td>Emergency Planning</td>
<td>24 hour communication centre and social alarm service, Intruder and fire alarm monitoring for Council property, Out of hours emergency response, CCTV monitoring of shopping and residential areas, Civil defence and peacetime emergency planning, Consultation and liaison with external agencies, Training for staff to prepare for and deal with major incidents</td>
</tr>
</tbody>
</table>
Barking and Dagenham’s corporate approach aims to ensure that the authority meets its duties under the Act by mainstreaming race equality. In line with the CRE guidelines, we have examined how the specific duties are addressed by our strategic plan, as follows:

6.10.1 Monitoring - see section 8

6.10.2 Access to Information and Services

The Council has recently appointed a Corporate Equalities and Diversity Adviser and Equalities and Diversity Officers in each of the five service departments. These posts allow the Council to build strategic capacity at departmental level whilst ensuring strategic direction and corporate approach.

The work programmes of the Equalities and Diversity Officers are based upon a combination of corporate and departmental priorities. A key area is consultation and engagement and service delivery.
In year one of the scheme the Equalities and Diversity Officers will contribute to corporate work on methods of consultation-engagement and building the vital interface between Council services and service users in the local community. Simultaneously, the Corporate Adviser is developing a programme of bridge building with key sectors of the local community. This will include greater contact with faith groups via institutions such as local Churches, the Barking Mosque and Gurdwara, forging stronger links with local B, A&ME organisations via EMPA and the REC and developmental work via the Council's Community Development Team.

The Council is seeking to appoint a specialist B, A&ME and Hard to Reach Community Development Worker, joint funded by the Council and the Neighbourhood Renewal monies, to undertake specific developmental work with the local black, asian and minority ethnic communities. To ensure a consistent, strategic approach the work of the post will be overseen by a small steering group consisting of the Council's Corporate Equalities and Diversity Adviser and Community Development Manager, the Director of EMPA and a representative of the Primary Care Trust. The focus of this Steering Group will be to establish priorities, set targets and monitor progress. The work of this post will make a major contribution to mainstreaming race equality in to Community Development and make a major contribution to the preparation of years two and three of the Race Equality Scheme and feed in to the Council's wider work on community engagement and communal cohesion.

As part of its mainstreaming approach, the Council will ensure that race equality is integral with regard to building the capacity of the local Third Sector and all of the major structures and plans that interface with the local community.

This will include, amongst others:

- Strategic regeneration
- Neighbourhood Renewal
- Neighbourhood Management
- ‘Tenants’ participation
- The new Community Housing Partnerships
- The Barking and Dagenham Borough Partnership
- Community Strategy Neighbourhood Renewal Strategy
- The Community Forums.

6.10.3 Employment and Staff Development - integrated into the Year One Action Plan (see section 7)
6.11 Community Consultation

As has been noted in the report “Beyond Lawrence”, there is little history of meaningful engagement with the communities in Barking and Dagenham and this is highlighted as a priority immediately following the planned Year One focus on HR Management and Development.

6.12 Prior to drafting this Race Equality Scheme, officers met with representatives of the black, asian and minority ethnic communities to discuss ways of developing dialogue with as wide a cross section of the community as possible. With the help of EMPA and the REC, some new approaches were piloted and the authority will build on and develop these over the next twelve months to prepare for the Year Two focus on Community Involvement.

6.13 Current and planned vehicles for community consultation, which are being evaluated, include a wide range which aim to ensure the inclusion of black asian and minority ethnic communities:

- Developing closer partnerships with EMPA and the REC, who are also allocated places on the Corporate Race Equality Monitoring Group
- Targeted mail shots, information in community languages on request
- Consultation meetings at, for example, the Barking Mosque and Gurdwara
- Open meetings hosted by the Race Equality Council
- Commissioned research involving group and individual interviews
- Consultation through Council officers who work with groups in the community
- Integrating the theme of “Celebrating Diversity” to the Town Show
- Outreach work to start laying the foundations for the drive towards Community Involvement as the Year Two priority
- Liaison with the Trades Unions and Black Workers’ Group

6.14 We will monitor and evaluate this year’s consultation process to ensure that we are reaching all groups within Barking and Dagenham. As part of our corporate equalities policy, we will ensure that the process is accessible to women and men, older and younger people, disabled people, people with mental health problems, refugees and any other groups who may have specific needs which are not being met.
6.15 From the initial audit results, it is clear that some teams have more established systems for public feedback and comment and we will build on their experiences to help those sections of the authority who may be finding it difficult to assess the impact of their services on black, Asian and minority ethnic communities.

6.16 In addition, Promoting Equal Opportunities and Celebrating Diversity is included as one of the Council’s Community Priorities, which should ensure that all current and planned consultation processes will address the race equality issues of proposed changes in policy or practice. The Citizens’ Panel and Community Forums will be encouraged to participate in planned impact studies.

6.17 Our scheme has been designed to work on four fronts:

Forging Partnerships          Developing Shared Vision
Providing Leadership          Shifting Public Perceptions

The themes which we have identified for the first three years are:

Managing and developing human resources
Community Involvement
Service Delivery

6.18 By equipping all staff in Year One to start working in much closer partnership with the local communities, we hope to build the confidence of the black, Asian and minority ethnic communities in the council’s commitment. This has been clearly identified as a pre-requisite to effective community involvement. In the meantime, however, we will ensure that we use all of the above strategies to involve all relevant stakeholders and explore other creative ways of assessing and consulting on the impact of policies and practice on people from ethnic minorities.

Section Seven

Our Action Plan and Timetable

<table>
<thead>
<tr>
<th>Action</th>
<th>Target</th>
<th>Completion Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Audit all existing Human Resources policies, procedures and practices, both written and unwritten, and carry out impact assessments.</td>
<td>100% of existing HR policies, procedures and practices audited and impact assessments completed.</td>
<td>31 March 2003</td>
</tr>
<tr>
<td><strong>Arrangements put in place to policy proof all future policies for race equality impact.</strong></td>
<td><strong>A clear policy proofing mechanism put in place to ensure race equality is mainstreamed in to all future HR policies.</strong></td>
<td><strong>31 March 2003</strong></td>
</tr>
<tr>
<td>---</td>
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<td>---</td>
</tr>
<tr>
<td>This will form part of the corporate equalities and diversity policy proofing arrangements that will be put in place during 2002/03.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Analyse results and draw up plans to amend either immediately or during years 2 and 3 of the RES and report.</strong></td>
<td><strong>A report on HR impact studies produced. Immediate action taken or action plans in place for implementation.</strong></td>
<td><strong>31 April 2003</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Report findings on impact and proposals for change and consult with B, A&amp;ME groups both in the workforce and the community</strong></td>
<td><strong>The report on HR impact is the basis upon which the Council consults with staff and the community.</strong></td>
<td><strong>31 May 2003 onwards</strong></td>
</tr>
<tr>
<td></td>
<td></td>
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</tr>
<tr>
<td><strong>Consult with B, A&amp;ME communities on current five strategy on Equalities and Diversity in employment - Assess perceived and actual impact and amend proposals accordingly.</strong></td>
<td><strong>Views arising from the consultation on the wider 5-year strategy are considered and feed in to proposals.</strong></td>
<td><strong>31 December 2002</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Address the lack of cultural diversity in the workforce, particularly in higher management posts.</strong></td>
<td></td>
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</tr>
</tbody>
</table>
With a view to this, commission a research project to determine priorities for action to facilitate the creation of a representative workforce at all levels.

Issues to be considered by the consultant will include:
- Trainee Schemes
- Targeted advertisements
- Outreach projects
- Profile raising
- Reputation management
- Positive action initiatives

Report findings to the workforce and community and take appropriate action.

<table>
<thead>
<tr>
<th>Task Description</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Specification drawn up for the project, objectives identified and consultant commissioned.</td>
<td>31 October 2002</td>
</tr>
<tr>
<td>Project completed and a report produced which puts forward recommendations for action.</td>
<td>31 January 2003</td>
</tr>
<tr>
<td>Consultation commences with staff and the community.</td>
<td>31 February 2003</td>
</tr>
<tr>
<td>Remedial action plan in place and implementation begins</td>
<td>31 April 2003</td>
</tr>
</tbody>
</table>

Ensure that the specification for above research project includes the evaluation of positive action initiatives by other local authorities and recommendations on the development of new innovative schemes to encourage a more representative workforce at all levels. Thus, equipping us to be increasingly responsive to the needs of all our local communities.

<table>
<thead>
<tr>
<th>Task Description</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>A study on the options for positive action initiatives is project planned and commenced.</td>
<td>31 October 2002</td>
</tr>
<tr>
<td>A report with detailed recommendations is produced.</td>
<td>31 January 2003</td>
</tr>
<tr>
<td>The report is consulted upon with BA&amp;ME staff and appropriate action planned.</td>
<td>31 April 2003</td>
</tr>
</tbody>
</table>
Race equality to be integrated in to all:
- New person specifications
- Core competencies for managers
- Personal appraisal
- Performance management tools

| Corporate HR to take the necessary action and proof the race equality content in these key areas. |
| Appraisal Working Party to be reconvened and BA&ME staff consulted |
| 31 May 2003 |

All staff trained on the Council's duty to promote racial equality through:
- Corporate and Departmental Induction
- Staff team briefings
- Targeted staff/manager training sessions/courses
- Inserts on People Matters

| 100% of inductions covered. |
| 90% of Staff Briefings Delivered |
| 90% Targeted sessions/courses delivered |
| 2 inserts in People Matters |
| 31 April 2003 |
| 31 February 2003 |
| 31 April 2003 |
| 31 May 2003 |

Mainstream race equality in to all corporate and departmental training

<p>| Research in to mainstreaming/integration to be project planned and carried out with the assistance of an external consultant. |
| Evidence of the race equality contents of all corporate and departmental training and development |
| Programmes proofed at the development stage. |
| 31 March 2003 |
| 31 May 2003 |
| 31 May 2003 |</p>
<table>
<thead>
<tr>
<th>Work with all approved consultants to achieve this objective</th>
<th>Six monthly sessions with approved consultants undertaken to facilitate the mainstreaming process.</th>
<th>31 October 2002 &amp; 31 April 2003</th>
</tr>
</thead>
</table>
| All Managers to evaluate their Human Resources management and Training and Development practices and produce concrete action plans to ensure that each service positively promotes race equality in employment. | Each Head of Service to ensure that each manager in his or her area has completed the evaluation process and concrete action plans are in place.  
Each Department should collate their action plans and put these forward for consultation with BA&ME staff. 
Consultation completed and implementation of action plans has commenced. | 31 March 2003  
31 March-31 May 2003  
31 May 2003 onwards |
| Use links with organisations locally and nationally to identify further key training providers and consultants with specialist skills.  
Consult B, A&ME staff on the Training and Development commissioning process | % of new providers and consultants identified.  
A formal mechanism in place to facilitate consultation with BA&ME staff. | 31 April 2003  
31 September 2002 |
| Advice and procedures for contractors, and targeted training and development to equip our staff, to interact with the community and forge meaningful partnerships that result in better quality services. | Equalities and diversity mainstreamed into present training and development plans.  
Review of the workforce's future equalities and diversity training and development needs, with a resource and delivery plan, completed and in place for implementation | 31 May 2003 |
All contractors provided with detailed guidance on their obligations under the Race Relations (Amendment) Act 2000

Systematic procedures for the monitoring of contractors on race and other equality issues put in place.

31 January 2003

31 May 2003

Section Eight

Monitoring

8.1 The Council intends to establish a Corporate Race Co-ordination Group to oversee the implementation of the RES action plan in years one two and three. This body will succeed the former Lawrence Inquiry Officers Group and will report to the Council’s Corporate Equalities and Diversity Steering Group. Both structures will be supported by a Corporate Equalities and Diversity Officers Panel, which brings together all of the Council’s Equalities and Diversity specialists, and is chaired by the Corporate Equalities and Diversity Adviser.

8.2 The main process by which the Council monitors its performance is built around the concept of a Balanced Scorecard. In order to mainstream Equalities and Diversity issues, Heads of Service will be required to address the following questions about the services that they manage:

1. Does your Department/Service have an up-to-date profile of its service users?

2. Has your Department/Service researched and recognised the needs specific to each of its service users groups?

3. Has your Department/Service undertaken any work to establish the needs of potential users?

3. Does your Department/Service regularly review its services and policies through the perspectives of all groups of service users>?
4. Does your Department/Service consider and design ways of collecting information from the whole community?

5. Does your Department/Service users consider and design ways of providing information that are appropriate to different groups of service users?

6. Has your Department/Service established a consultation and decision-making process that enables less powerful groups to be actively involved?

8. Does your Department/Service use the collection, monitoring and evaluation of data to review existing service provision? Can your Department/Service demonstrate how services have been adapted or new services developed as a result of this process?

9. Has your Department/Service established Equality & Diversity and Quality as core values for managers and policy makers to address at all levels of service planning and delivery?

10. What does your Department/Service do to ensure that the composition of staff at all levels is representative of the community that it serves?

11. What is your Department/Service seeking to achieve through the provision of X service in Barking & Dagenham? Furthermore, what is your Department/Service seeking to achieve through your provision of X service for the Council’s target groups in Barking & Dagenham?

8.3 This will ensure that our work on race equality is integrated into the mainstream planning and evaluation process rather than being subject to specific regimes. Our message will clearly indicate a commitment to maintaining equalities issues at the core of the authority’s work in continuous improvement and assuring Best Value.

8.4 Our monitoring policy will require managers to indicate which service areas are to be monitored, based on an initial audit conducted along the CRE guidelines and based upon current service priorities.

8.5 The monitoring process exists within the context of the annual service planning process (i.e. via the Corporate and departmental Balanced Score Cards) and targets are set which reflect service priorities for the year. As Equal Opportunities and Diversity are a Community Priority, then all general reviews of progress in meeting wider Council objectives incorporate a review of progress in meeting equalities and diversity monitoring targets.
8.6 The outcome of monitoring will feed directly into decisions about how and where to target services. Service planning will need to be flexible enough at all stages to respond to concrete statistical evidence of gaps in service delivery identified through the monitoring process.

8.7 End of year service planning will evaluate achievements in the area of equal opportunities and diversity using actual statistical data showing take up, relevance and access to services by ethnic minorities, women and disabled people.

8.8 Objectives are being translated into targets against which performance can be measured. The various targets for services/departments will be decided in advance and the information needed to establish them will built into the system current review systems - Balanced Scorecards, Best Value Review etc.

8.9 The authority is considering plans for a common Monitoring, Evaluation and Review System across the Council, linked to these existing systems. When established, this will ensure that the authority meets its specific duties with regards to race equality. The current proposal is for a framework that reflects the recommendations of the CRE and will form the basis of community consultation in June and July, 2002.

9.9 The key stages in the proposed Monitoring, Evaluation and Review System are as follows:

- Robust consultation with the community
- Agree objectives, identify areas to be monitored and set targets
- Allocate responsibility & resources, identify development needs
- Agree frequency of monitoring and at what stages of the service delivery process
- Establish system for collection and storage of data
- Establish system for data monitoring and analysis
- Analyse data, review and make recommendations
- Report outcomes to DMT for performance Review
- Report outcome to TMT, Executive and formal consultation mechanisms with key target groups
- Feedback to local community organisations, users and non-users
- Incorporate recommendations for improvements in to service planning processes under the balanced Score Card
Section Nine

Communicating our Plans

9.1 Communicating general information to all staff

General Information will be communicated to all staff through an article in the staff newsletter “People Matters” in August, 2002. This will be followed up with an end-of-year progress report to be published in May, 2003. The scheme, together with a summary and staff guidelines will be posted on the authority’s intranet site and briefing sessions will be organised with Trade Union representatives.

9.2 Communicating targeted information to black and minority ethnic staff

The Black Workers Group and Trade Unions have been allocated places on the Corporate Race Equality Co-ordination Group and the Corporate Equalities and Diversity Steering Group. Representatives will be encouraged to contribute to discussion and feed information back to the Group.

The Corporate Equalities and Diversity Adviser will meet bi-monthly with officers of the Black Workers’ Group to discuss progress and provide a forum for the group to raise specific issues of concern. A further meeting will be scheduled as part of the end-of-year consultation on progress.

The Black Workers Group will be encouraged to participate in an annual Equalities and Diversity Conference to be held in the late autumn. Elected Members, officers and community groups will come together to review progress on race equality and inform future planning.

9.3 Communicating general information to all members of local communities

An accessible, fully illustrated article on our review “Beyond Lawrence” will be published in the July edition of the Citizen which is delivered to every household in the Borough. Research indicates that this reaches a higher percentage of local residents than any other publication. A further article in the August edition will contain final details of the Race Equality Scheme, which will also be available at public places such as libraries and will be posted on the Council’s internet site.

An accessible summary report, targeted at local people will be published at the end of June and widely distributed - the full, detailed report will also be available on request. A publicity drive involving a series of press releases to local newspapers and radio stations will continue into the summer.
The Citizens' Panel and Community Forum will be fully informed of plans and progress and officers asked to table plans and progress reports to community groups and tenants’ associations.

9.4 Ensuring the inclusion of black, asian and minority ethnic communities

Both the Ethnic Minority Partnership Agency and the Race Equality Council have been allocated places on the Corporate Race Equality Co-ordination Group and will be briefed on a regular basis so that they can keep their members up to date on progress. Equalities and Diversity Officers will liaise closely with EMPA and the REC as well as the numerous community groups in the borough. Public meetings will be scheduled as/when appropriate and interpreters available on request.

Targeted mailshots are planned and information (including “Beyond Lawrence”, the Race Equality Scheme and the Community Summary) will be provided in community languages on request. Review and Consultation meetings will be held on an annual basis with representatives of black and minority ethnic community groups including the Mosque and Gurdwara.

Section Ten

Conclusion

10.1 For a snapshot of our progress to date, it seems appropriate to turn to our most recent external evaluation - an OFSTED report on Barking and Dagenham was published as this Race Equality Scheme was being prepared for members’ approval. This recognises the authority's commitment to the mainstreaming of its work around equalities, demonstrated by the way in which we have tried to draw direct links with our strategy on social inclusion.

10.2 OFSTED inspectors found evidence of “strong commitment to social inclusion” and remarked that the authority “is clear what this means for the local community and its schools”. The report goes on to comment that “this commitment is evident in corporate planning and in actions cascading through the council”.

10.3 With specific regard to the measures introduced to combat racism, the OFSTED report notes that the council “has used the LGA checklist well to determine its
course of action.” Inspectors note that the authority “is working with schools to develop model policies and procedures based on the CRE document (Learning for All) and to ensure compliance with the Race Relations (Amendment) Act”. They go on to observe that “Planning at a corporate level is thorough and deadlines clearly noted”.

10.4 This confirms our belief in the need to continue planning corporately and to take a themed approach to our Race Equality Scheme. Every manager in the Council has been asked to identify the areas of her/his team’s work which are most relevant to combating racism, promoting equal opportunities and promoting good race relations.

Every manager will now be expected to identify practical ways in which these areas of work can be improved:

- in the short term (Year One) through improved procedures and practice in the management and development of their staff which will aid the planning of future community engagement and the implementation of meaningful impact studies

- in the medium term (Years Two and Three) through more effective community involvement leading to enhanced levels of service across the authority

10.5 This first Race Equality Scheme will be the subject of intense community consultation throughout the summer - following the high profile launch of a shorter, more accessible version by July. It is essential that we demonstrate our willingness to listen to the views of all our local communities and ensure that the Scheme is flexible enough to respond to the needs of all our local people.

One of our Community Priorities is “Promoting Equal Opportunities and Celebrating Diversity” and the OFSTED report recognises that we have started to make significant progress in parts of the organisation. We are determined now to continue setting and meeting challenging objectives - ensuring that our initial action plan is achieved and community expectations are exceeded over the next three years.

Appendix A - List of functions and policies

Appendix B - Summary of Audit (currently being compiled)

Appendix C - Complaints procedure (to be added)