London Borough of Camden

Race Equality Scheme
Accessible Formats

If you would like help with this in your own language or other accessible formats, please contact:

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Preface

Camden has developed its Race Equality Scheme with a clear central objective: that the Council as a provider of services, an employer and a community leader meets the needs of all of Camden’s communities.

The needs of Black and Minority Ethnic Communities are not very different from the needs of others. The difference is that these communities have faced and continue to face disadvantage, and sometimes discrimination, in accessing some services, jobs and in getting their voices heard.

Nationally, under the new Race Relations (Amendment) Act 2000, all public authorities are being asked to take a good hard look at their work with Black and Minority Ethnic Communities and to improve their performance. We have seen the consequences in some parts of the country of what happens when community cohesion breaks down, we are determined to learn from these lessons and take positive steps to further develop community cohesion in Camden.

This Race Equality Scheme dovetails with the work the Council has already undertaken on race issues and forms part of our wider work on social inclusion. Our developing approach to social inclusion will mean that no group is excluded from the mainstream of our society. This in turn will help meet our central Community Strategy objective of reducing inequalities in Camden.

Black and Minority Ethnic communities have the same rights as others in our community; the difference is that sometimes they cannot exercise their rights in the same way. This scheme is about removing barriers so that we can offer true equality for all. Camden’s experience in implementing this Race Equality Scheme will help us to develop a broader equalities scheme for Camden, which will extend into other areas, such as gender and disability.

So we welcome the Race Relations (Amendment) Act 2000 for giving us a comprehensive legislative framework within which to review our services and functions. Camden Council and our partners have already undertaken a lot of work in this area. We are committed to building on this past work and learning from it in order to ensure continuous improvement in this area, as well as in all other areas of Council activity.

This is the London Borough of Camden’s Race Equality Scheme; it is a living document and will change in response to our experience in its implementation. Appendix 6 tells you how you can get hold of race equality schemes of other statutory bodies in Camden.

Councillor John Dickie
Deputy Leader of the Council
1. Camden’s Approach

Camden Council has endeavoured to address race equality for many years with some success, but also recognising that it has a lot more to do. Camden is committed to mainstreaming race equality and welcomes the opportunity to take this further under the Race Relations (Amendment) Act 2000. The work Camden is undertaking on the Race Equality Scheme (RES) is to be threaded closely into the Council’s emerging Social Inclusion Strategy. The RES will cover a three-year period, but is subject to annual review with appropriate amendments and updating.

Chief Officers in Camden have identified race equality as one of their key policy areas and established an Equality group comprising of first and second tier officers, to take this work forward. The Executive Councillor for Social Inclusion, Equalities and Regeneration, who is also the Deputy Leader, has the political lead on the RES.

In developing this Scheme the opportunity was taken to ensure that the Council undertook a fairly detailed gap analysis of where it is at and what its key priorities should be for the future. This involved an initial corporate gap analysis followed by more detailed work at departmental management teams and within departments. Some departments took time out with external facilitation to assist in the process. In setting up this process Camden was aware that the Council collected a lot of data on key areas but did not make full use of it in identifying areas for priority. The utilisation of consultation surveys, focus groups and user feedback were all used in the analysis.

Although time scales have been tight for developing this scheme the Council acknowledged that senior managers had to own the process for identifying priorities, as they would be responsible for delivery. The gap analysis starts with that process, Camden intends to build on this in its implementation ensuring that proper and real ownership of race equality is developed throughout the Council. Action identified in this scheme address this issue. The Council acknowledges that race equality needs to be more at the heart of what it does rather than at the margins.

The outcome of the gap analysis has informed Camden’s prioritisation of functions, themes and actions. The prioritised areas will be further incorporated into departmental service plans.
2. **Key Themes**

In fulfilling its duties against the requirements of the Race Relations (Amendment) Act 2000, Camden recognises that there are thematic priorities that need to be addressed. These add up to more than the individual actions the Council will be undertaking on eliminating unlawful racial discrimination, promoting equality of opportunity, and promoting good relations between people of different racial groups.

Camden believes that real change will be marginal unless it addresses and takes action on the issues of; access to power, fair and equitable resources, inequalities in access to services, and racism direct, indirect and institutional.

The report of the Stephen Lawrence Inquiry revealed that all public organisations such as Camden reveal the existence of institutional racism, which it defines as:

“The collective failure of an organisation to provide an appropriate and professional service to people because of their colour, culture or ethnic origin. It can be seen or detected in processes, attitudes and behaviour which amount to discrimination through unwitting prejudice, ignorance, thoughtlessness and racist stereotyping which disadvantage minority ethnic people”.

**Power – share of the voice**

Camden is acutely aware that BME (Black and Minority Ethnic) communities do not have the same opportunity to influence the policies and priorities of the Council. This was verified through an audit of all the Council’s consultation and decision-making forums, undertaken over 2002, and reported to the Executive. All too often the status quo is maintained and excluded communities find it difficult be part of both formal and informal consultation processes.

In response to this each department has identified key consultation fora they are targeting for action in year 1 of the scheme.

To address this area the following action has been agreed for 2002/3:

1. The Council will, by March 2003, strive to ensure that the following fora become more representative of Camden’s communities. The Development Control User Panel, Local Agenda 21 Core group, Libraries User group, the Learning Disabilities and Physical Disabilities and Sensory Impairment groups, District Management Committee’s and the Housing borough wide forum. The Education department has already identified representation on governing bodies as a target in the Community Strategy (target 10), work continues in this area.

2. The Council will work with the newly launched BME Alliance to harness the views of the communities and respond to issues raised.
3. Camden will also continue to liase with the Commission for Racial Equality and neighbouring boroughs on developing new structures for Racial Equality Councils.

Camden also recognises that as well as developing the capacity of and the opportunity for BME communities to make their voices heard the Council also need to develop the capacity of the Council to listen better and show clearer outcomes from consultations.

To do this the Council will:

4. Develop programmes to increase the capacity of the Council to engage better at both officer and member level, for example, we have already included Race Equality in Member Induction. We will also;
   - implement initial training on the *Creating Partnerships with People: Citizens, Services and Effective Involvement Good Practice Guide* by November 2002
   - train the Council’s extended management team (all first and second tier officers) in the implications of the implementation the Race Relations (Amendment) Act 2000 by December 2002
   - This team will then roll out the programme throughout the Council by February 2003
   - Further develop service managers to understand and implement the Race Equality Scheme so the Council can cascade understanding and ownership of these issues, building on training already provided for staff on diversity and equalities.

**Resources – fair and equal**

Camden’s Community strategy makes a strong commitment to ensuring that inequalities are minimised in the borough. This commitment is reinforced in this Race Equality Scheme by recognising that the Council will endeavour to target resources better where there is evidence to show that it needs to reshape services to respond to changing circumstances.

These inequalities could exist for a range of reasons, particularly where there are newer communities, economic disadvantage, or racism, or other types of exclusion, which could result in a relative lack of power and influence. Camden is determined to actively address this area, recognising that it will be difficult and change will be incremental.

In the first year of this scheme the Council will obviously respond to the outcomes of the reviews of functions as outlined later in this scheme. However there are two areas the Council will give particular attention to this year as they form a vital role in Camden’s work on community cohesion. These are:

- Youth provision and
- Support to the voluntary sector
Youth Provision
In the autumn of 2002 the Youth Service must present a new plan to the DfES, demonstrating its adequacy, its educational content, and its links with the new Connexions service. To this end Camden Youth and Connexions will be conducting a full consultation on its service. As part of this consultation the service will review take up by black and ethnic minority groups, and the appropriateness of the provision for those groups. Youth and Connexions will work jointly with the Equalities service on this. Race equality issues will also be addressed as part of the Scrutiny Panel’s “Working with Young People in Camden”.

Support to the Voluntary Sector
Camden supports and works with the voluntary and community sector in a range of ways including direct funding, capacity building, consultation, and other support and developmental activities, as well as commissioning direct services. The Council recognises that these activities are an integral part of developing social capital, community cohesion, and delivering quality services.

The Council is also aware that the communities in Camden are not static and that it would be useful to analyse its support to the voluntary sector to see how well it is addressing the needs of BME communities.

5. The scope for this work will be finalised in March 2003 to allow for consultation. Issues that need to be considered include:
   - Resource needs for developing an effective BME voluntary sector with particular emphasis on accommodation
   - The implications of borough-wide as opposed to geographical area based work by BME groups
   - The key role that can be provided by the new Camden BME Alliance in communicating the needs of Camden’s BME communities at key fora of the Council and developing a constructive dialogue. This would include a key role in the development and review/evaluation of the RES.

The analysis of the organisation shows that Camden has to prioritise work on Refugees, Community Cohesion and Race and Religion. Some work is being undertaken in all these areas however each merits greater prioritisation. The following actions have been identified in each area:

Refugees and Asylum Seekers
The Council recognises the need to ensure that the needs of refugees and asylum seekers are adequately met both in our roles as a service provider and as an employer. We wish to encourage our partner organisations in the borough to do the same. With this in mind we have recently established a forum that brings together the key agencies in the borough. We will use this forum to commission research and develop evidence-based responses to acute problems faced by refugee communities. This will include work towards a more detailed demographic and needs profile of the Somali community, which is the single largest refugee community in the Camden. More than 25% of refugee pupils in Camden schools
are of Somali origin. Both quantitative and anecdotal evidence suggests that this community suffers from disproportionately high levels of unemployment and other symptoms of social exclusion. The council has also agreed to establish a scrutiny panel that will examine issues around employment, further education and training prospects for refugees. This panel will begin its work in late October 2002 and is scheduled to report back in late spring 2003.

The Council has now established a multi-agency group involving the Council and key partners in order to address issues relating to the needs of refugees and asylum seekers. The group is in the process of developing a work programme, with input from refugee community organisations.

6. The Council will, by December 2002, commission a profile survey of the Somali community, in consultation with this community

**Community Cohesion**

A cohesive community is one which shares common set of values, enjoys social order and social solidarity, where people belong to social networks and share a sense of place. Some of the disturbances in the north of the country have shown what can happen when community cohesion breaks down. As part of its Community Leadership role, the Council has a duty to work with different communities to try and prevent this breakdown.

The Council undertakes to develop closer working with among others, young BME people as part of this work and develop activities to promote more understanding and co-operation across ethnic groups, including White communities. In doing this, the Council recognises that BME people of different generations will have different needs. We will take account of the needs of older Black and Ethnic Minority people in planning our services. We will also use their experiences as part of intergenerational work. The Council has been successful in winning some external funding and will continue to strive for more to support this work.

7. The Council will develop a proactive work programme for the newly established Race and Community Cohesion Forum. The first partnership seminar was held in May 2002 and a work programme will be established by November 2002.

**Race and Religion**

Religious diversity is recognised as one of Camden’s positive strengths. The 2001 Census has asked a question on religion for the first time. The results to be published next year will give Camden a more accurate picture of its religious landscape. The Council does know that Camden’s places of worship range from Christian to Muslim to Jewish to Buddhist and Hindu. Camden is opposed to discrimination on religious grounds, in recruitment, general personnel management, and service delivery.
Over the last twenty years Islamophobia has become firmly entrenched in Britain’s social fabric. Given that Camden’s largest visible minority is largely of Muslim background, tackling Islamophobia is integral to the Council’s corporate approach to race and religion. The Council acted decisively to reassure the Muslim community in Camden following the events in the United States on September 11th. The Council also organise annual remembrance events on the holocaust that focuses on anti-Semitism.

3. **The General Duty**

The Race Relations (Amendment) Act 2000 provides a comprehensive legislative framework for race equality in Britain. The Act places a general duty to promote race equality with a positive duty to have regard to the need to:

- eliminate unlawful racial discrimination
- promote equality of opportunity; and
- promote good relations between people of different racial groups

The aim of the general duty is to make racial equality a central part of the way public authorities work, by putting it at the centre of policy making, service delivery and employment. In Camden, the Council will also put race equality at the heart of the Council’s ‘Community Leadership’ role.

The vision for Camden, as agreed by the Council and its partners is set out in the Community Strategy ‘Our Camden - Our Future’. It has the reduction of inequalities and the building of social networks/cohesion at the heart of its vision and as a central theme running throughout all chapters.

Camden’s race equality commitment is contained within the Council’s revised Diversity Policy Statement for Camden. This sets the context for Camden’s vision and commitment to Equalities. The statement is attached below. The Council recognises that individuals are multi faceted and in undertaking impact analysis on our services all dimensions will be taken into consideration, for example linking aspects of race and gender.

**Accountability and Responsibility**

Responsibility for this scheme ultimately lies with the Executive Member for Social Inclusion, Equality and Regeneration. At officer level, responsibility lies with the Chief Executive and his Chief Officer team. The Head of the Equalities Service will co ordinate action across the Council and support implementation of the scheme wherever possible. However, Camden cannot achieve its responsibilities under the Race Relations (Amendment) Act 2000 unless all managers and staff are fully aware of and respond positively to this new duty. The training proposed later on in the scheme and the culture change that this should bring about is therefore crucial to success.

**Complaints, Comments and Views**

We welcome any feedback or comments you may have on this scheme. They will be taken into account the next time the scheme is reviewed.
Any complaints about the way the Council is meeting the duties under the Race Relations Amendment Act, or other complaints about race equality will be dealt with through the corporate complaints procedure where appropriate. Our Diversity Policy Statement sets the context within which the Race Equality Scheme fits. We consulted on this as part of the consultation on the draft Race Equality Scheme and the amended version is shown below. We will communicate this new statement both internally to staff and externally to the public.

### Diversity Policy Statement

Camden aims to develop, promote and deliver its services, information and employment opportunities without discriminating on the basis of a person’s race, disability, age, gender, religion, sexual orientation or any other aspect of an individual’s background or heritage which is used as justification for unfair treatment. The Council will regularly monitor and review the impact of services and procedures on Camden’s different communities and make changes to help meet this aim.

Camden is committed actively to shaping its services based on the varied needs, expectations, and experiences of all its communities and to provide services that are relevant, appropriate, and responsive to individuals. The Council undertakes to ensure that its contractors and others who deliver its services share and implement this vision and these values.

Camden will manage its workforce in a way that gets the best from their diversity, valuing their experience as individuals and integrating fairness and equity into every aspect of its employment practices. The Council will do this by recruiting, developing and retaining the most talented people and valuing the varied skills and experiences people bring to Camden. The Council will develop more imaginative and open ways of recruiting and retaining a diverse workforce.

As well as a service provider and employer, the Council has an important leadership role in influencing others, promoting and encouraging fairness and equality and contributing to a more just and compassionate society. The Council will work with all its citizens, partners, businesses, voluntary and community groups to develop a shared understanding and commitment to this objective.

### 4. The Specific Duties

#### 4.1 Functions and Policies: Audit and Prioritisation

**The Duty**

The statutory code of practice on the duty to promote race equality requires local authorities to set out and prioritise in their Race Equality Scheme which of their current and proposed functions and policies are relevant to the general duty to promote race equality.
Camden’s Approach
In addressing this part of the duty Camden has undertaken a gap analysis and prioritisation process both corporately and departmentally. Each department has reviewed its race equality targets, following on from the work resulting in response to the Stephen Lawrence Inquiry and undertaken a gap analysis. This has involved an analysis of the Council’s functions and policies in the light of data available to the authority from consultations, user surveys, panels and a wide range of research, information and monitoring data. Analysis of this information, plus an assessment of the importance of key overarching policies and strategies in relation to the race equality impact on different communities has been used to prioritise functions.

A list of all Camden’s functions of relevance to the general duty is set out in Appendix 2. Below is set out the prioritisation of the Council’s functions covering 2002-2005. However, in doing this work it has been difficult to fit our services into “functions” as required by the legislation. What has emerged is that there are themes which we need to address which cut across all services. As we work more towards a thematic approach, some of the services listed under each department may change. These themes are:

- Access to services and information
- Social/community cohesion
- Democratic engagement
- Staffing and training
- Regulation and enforcement
- Procurement

High Priority to be covered 2002-2003

The following strategies have been identified as high priority;
Community Strategy
Crime and Disorder Strategy
Communications Strategy
Cultural Strategy
E-Government Vision
Neighbourhood Renewal Strategy

These are selected, as they are the key strategic policy documents of the Council and will have the maximum impact on the quality of life of Camden residents. The mainstreaming of equalities and meeting our obligations under the Race Relations legislation has already been a major consideration in the development of these policy documents. Their respective reviews will ensure that we meet the more demanding requirements of the RRA Act 2000.

In carrying out service reviews, we will adopt a flexible approach and use existing reviews wherever possible. Some of our services will be picked up through the more thematic approach described above.
Camden’s key tool for service improvement is the Council’s annual programme of best value reviews. These reviews are underpinned by a set of core principles, which include:

- Accountability to, and consultation with, the local community
- The important role of external scrutiny

Best Value legislation requires service users and other residents to be involved in discussing what needs to be done to ensure Camden services are shaped and improved to better reflect their needs and aspirations. We have strengthened the best value toolkit to ensure the Race Equality is given a higher profile. We will develop this as part of our work on improving our approach to best value across the Council. Reviews will also ensure that; robust arrangements are in place to monitor service take up and to ensure prompt action is taken where it is evident that certain groups are not gaining equal access to a service, and that community involvement in reviews always includes an appropriate level of involvement from Black and Minority ethnic groups in the borough.

The programme of best value reviews scheduled for this year are: Services for Children, services for vulnerable adults and young people, Communications, Property Management, Environmental Heath and Consumer Protection, Benefits and the Council’s Policy/Quality/Research function.

Where we have Fit for the Future or other reviews planned, these will also incorporate race equality. Our objective is to make race an everyday part of the way the Council works.

**Chief Executive’s**

Many of the Council wide strategies are co-ordinated by the Chief Executive’s department and they have been identified as high priority issues. In addition, we will ensure that those services listed below will be reviewed for race equality as part of their best value reviews.

Communications Service
Benefits Service
Policy (covers central & departmental policy & research functions)

**Education**

**Schools (raising attainment)**

The Education Development Plan (EDP) – the department’s blueprint for raising achievement, given a top grading by the DfES earlier this year - contains comprehensive background information and analysis on the performance of BME pupils with actions to raise attainment where necessary. Priority 4 of the EDP – Inclusion: tackling underachievement, includes the following target groups:

- Ethnic minority pupils with English as an additional language
- Ethnic minority pupils of African Caribbean heritage
- Refugee pupils
- Traveller pupils
This particular priority was chosen because one of the key aims of the LEA is to provide a comprehensive education service that enables all pupils to achieve their full potential. As such, the support of underachieving groups of pupils whether they be BME or otherwise has to be a priority.

School Support including governors
A target to increase the proportion of ethnic minority governors features in the Community Strategy. The department will be using local democracy week in October to explain and promote the Governor’s role to identified members of BME communities in a bid to increase representation. It will continue to work with other organisations and interest groups such as Hopscotch Asian Women’s Centre, Camden Black Parents & Teachers and the Somali Community Centre. We will also be working with Members to identify ways of increasing representation through nominations made by political parties.

Youth Service
The Youth Service is currently working on its new plan, which must be presented, to the DfES in December 2002. This presents us with an opportunity to examine the race equality aspects of the service. Youth provision has also been identified as high priority in the Community Strategy and in the consultation on the RES.

Personnel services
Good work has been done to establish Race Equality schemes in schools and provide guidance for schools on valuing diversity (in both staffing and service). However there are also gaps e.g. insufficient sharing of good practice (some services have a much more balanced representation of staff than others); insufficient BME rep on important bodies/groups. There is insufficient succession planning to enable BME staff to develop within the organisation. These are all being addressed by a departmental Race Equality Working Group. You have told us as part of the consultation, that we need to employ a more representative workforce, so this is a high priority service.

These priorities were chosen following brainstorming by Education's directorate management team.

Housing
As part of the general duty the department has reviewed its race equality priorities. This has involved an analysis of the Departments its functions and policies in the light of data available from consultations and surveys, Best Value reviews, user surveys and panels and monitoring. Four priority themes are identified which encompass most of the Department’s key functions, and develop the priorities identified in the Departments’ race equality action plan for 2001/02. The four priorities are

1. Democratic engagement
2. Community cohesion
3. Service delivery
4. Staffing and training
Work to develop these themes across all housing services is ongoing and will continue year on year. For the purpose of the RES we have given priority to those services which impact on these thematic areas.

**Housing Needs Services**  
Rehousing, homelessness and Housing Advice

**Housing Management**  
The relevant functions are estate management, provision of a repairs service, caretaking service, dealing with anti social behaviour, dealing with rent arrears and managing void properties

**Housing Personnel**  
Employment, training, disciplinaries and grievances

**Community Engagement/involvement**  
Involving local communities in the existing or new structures of tenant participation

These have been identified as high priorities using the results of the tenants satisfaction survey 2000, monitoring data showing an unrepresentative workforce above PO4 and a recognition that community engagement is the key to service improvement.

**Leisure**  
Play Service  
Libraries and Information  
Support for Voluntary Sector

**Environment**  
Strategic Procurement (incorporating regeneration and diversity into the approved list of contractors)  
The nature of the work both in terms of its strategic role and the volume and value of contracts means this service can have a really significant impact on race Equality.  
All aspects of Customer Care (letters, telephone, face-to face, complaints management, etc). Also incorporating enforcement activities (e.g. parking enforcement, environmental health, etc). Points of access (e.g. reception services, contact centre development, consumer advice), consultation and outreach. This is a corporate priority and in keeping with the general move to improve our levels of Customer Care. This will be supported by additional outreach work with BME groups on how they access our services  
Census information and equality monitoring (ward profiles, demographics, etc). Key information compiled within the Environment Department that plays a significant role monitoring across the Council. Key information held by the Environment Department that impacts elsewhere  
Planning applications (as linked to the PSA Target 10). Highlighted because the PSA makes specific reference to the involvement of BEM groups and their lack of involvement in the Planning process. Understanding why BME groups are not using the Planning Service.
Social Services
The themed functions for social services are
Access and information – including consultation
Assessment
Provision and delivery
Regulation
Enforcement
Policy and Strategy
Procurement
Employment: recruitment, training and organisational development
Community development and capacity building

Priorities for the first year are:
Access and Information, policy and strategy, employment and procurement.

Medium Priorities to be addressed over 2003/4

Chief Executive’s
Council Tax and Business Rates
Property Services
Committee Services
Mayors Office
Emergency Planning
Land Charges
Registrars
Personnel and Training
Welfare Rights
E-Services

Education
Inspection and advisory
Training and media
Early Years
Adult learning
Secondary Behaviour Support
Primary learning Support
Educational Psychology Service
Camden Language and Support Service

Housing
Capital Programme Management
Formulating, implementing and managing Housing’s capital programme (including procurement of contracts and local labour initiatives)

Housing Support
Housing initiatives and Regeneration
Relevant functions are developing partnerships and securing funding for new housing developments and regeneration schemes and monitoring the contribution made by housing providers and other organisations to the local community.
Policy and Information Unit
Relevant functions are the development and coordination of the Housing Strategy; support in the formulation of policy and provision of information to members, staff and the general public, and the provision of support, information and statistics on equality issues.

Complaints
Managing and dealing with complaints, members’ enquiries and Local government Ombudsman investigations.

Leisure and Community Services
Parks and Open Spaces
Sports development and Physical activity and leisure centres

Environment
Communication
Accessible Transport
Food Hygiene
Organisational Development
Environmental stewardship and sustainability
Regeneration Areas (SRB areas, King’s Cross, etc)
Supporting Community Safety
Private Rented Sector

Social Services
Assessment, provision and community development

All other remaining functions are of low priority. This is Camden’s first attempt at this prioritisation and to have real meaning this scheme has to be a living document. The Council will undertake further in-depth work on the prioritisation of functions through ongoing monitoring as well as an annual report which will enable the Council to prioritise for the following years, thereby developing a rolling programme of review.

8. The Council will ensure that the monitoring arrangements in 2002/03, for The Neighbourhood Renewal Strategy (including local action plans) and the Community Strategy, the Crime and Disorder Strategy, the Communications Strategy, the Cultural Strategy and the E-Government Vision enable Camden to assess their impact on different racial groups.

9. The Council will examine the impact of three other key policies by 2003/04; these will be the Housing Investment Plan, the Education Development Plan and the Unitary Development Plan.

10. The Council will ensure that all Best Value reviews fully engage Black and minority ethnic communities and that take up of services is analysed and action taken where necessary.
4.2 Monitoring Policies

Camden will put in place arrangements to monitor any impact that the Council’s policies have on the promotion of race equality. The Council already monitors many areas of service and employment activities but will ensure that all future monitoring fulfils the requirements of the Race Relations (Amendment) Act.

The ethnic categories the Council will use for monitoring service use and employment will be those used in the Census. The categories shown in appendix 5 reflect the current practice, which will change. The new categories are shown below. A “core” set of categories based on the 2001 Census will be used and service departments will be encouraged to add to these as appropriate as long as these can be aggregated back to the core categories. Examples of additions could be Somali in the “Black” category and Filipino to the “Any other ethnic groups” category. Consideration will also need to be given to how far other forms of equalities monitoring such as gender, disability and religion can be incorporated bearing in mind the new requirements under the Local Government Equalities Standard.

### Ethnic Origin Categories

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<td>Pakistani</td>
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<td>Greek/Greek Cypriot*</td>
<td>Bangladeshi</td>
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<td>Turkish/Turkish Cypriot*</td>
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<td>Kosovan*</td>
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If the Council finds any adverse impact of any of its policies, it will investigate the reasons and revise policies and procedures where relevant. Camden will do this in line with the CRE guide on Monitoring recently produced. The Council’s

*Optional ethnic group monitoring category*
performance against this Race Equality Scheme will be reported to the Overview and Scrutiny Commission, the Executive as well as to communities.

In monitoring our policies for their impact on different racial groups, we will also ensure that the following objectives are met:

- A more representative workforce at all levels within the Council
- No significant differences in satisfaction amongst staff, based on their racial group
- No significant difference in public confidence, satisfaction rates or service outcomes based on racial group
- Reduced differences between ethnic groups in the profile of service users based on need and relative to the local population
- A reduction in the number of racial incidents in the area
- That our services meet the needs of all ethnic groups in the communities the authority serves
- That the differences between ethnic groups in complaints from service users are reduced.

11. The Council will identify all key services that do not currently monitor service use by ethnicity and ensure that from 2003, it collects ethnic data for service users and for employment practice in line with the categories in the 2001 Census.

12. The Council will use the monitoring data to effect changes to policy and practice where adverse impact is shown

13. The Council will continue to analyse complaints by ethnic group and by the nature of the complaint

14. The Council will continue to hold structured focus groups with particular communities when it needs their views on any of its services or policies

By monitoring community perceptions and experience in these ways, the Council hopes to both raise its profile in these communities, and build its capacity to understand people’s needs and concerns. This will in turn, change policy/services to ensure that they do not discriminate against Black and Minority Ethnic communities.

The new BME Alliance (an independent community led umbrella organisation) has recently been launched in Camden. This organisation aims to articulate the needs and concerns of local BME communities to influence at the strategic, policy and community level in order to promote change. We will work with this new alliance and others to ensure that our progress against the objectives in this Scheme is validated by community input. That means that we will work with them to hear their perceptions of our progress.
4.3 Assessing and Consulting on Proposed Policies

This specific duty requires the Council to assess the likely impact of policies on race equality before they are adopted. The aim of it is to build race equality into the policy making process and make it as inclusive as possible. Camden already does this to some extent through the consultation process for new policy development.

The Council will develop an Equality Impact assessment tool to achieve this. This will be broadly based on approaches used in Northern Ireland and by the NHS. This tool will help the Council to identify actual and potential inequalities in the impact of the policy/service and respond appropriately to them. The crux of this process will entail: setting out the aims of the policy or service and intended outcomes; identifying and reporting on the potential impacts on different racial groups based on available or new data; consultation with stakeholders; setting out options to mitigate this impact and making recommendations on how these impacts will be managed. Once the policy is finalised, the actual impact on different racial groups will be monitored.

Using the newly launched Creating Partnerships with People: Citizens, Services and Effective Involvement Good Practice Guide, the Council will ensure that people from all different backgrounds are consulted, and that their views are taken into account when developing various policy options. This will ensure that consultation methods are tailored to the groups Camden wants to reach.

15. The Council will, by November 2002, develop an impact assessment tool that enables Camden to assess the impact of new policies for race.

16. The Council will ensure that when service satisfaction surveys are carried out, the results are always analysed by ethnicity. Camden will use this as important management information to change services if necessary. The Council will use its next residents survey to gather more substantive information as a baseline for satisfaction with Council services by Black and Minority Ethnic communities.

17. The Council will use its Citizens’ Panel more actively to get feedback from the Black and Minority Communities in the borough.

18. Community Access Points (CAPs) – our new one/first stop shops, the first of which is opening in April 2003 - will provide translation and interpreting services to allow equal access to information and services.

Future CAPs will, whenever possible, recruit staff with appropriate community language skills. An expansion policy needs to be agreed with members to provide CAPs across the borough.

19. The corporate contact centre and switchboard will by November 2002 implement a call handling system which will allow customers to be greeted and then leave a message in their own language which will be translated and passed to the relevant service for action.
20. The Council will, by October 2002, work with community, Black and ethnic minority groups to establish web sites that will enable groups to develop their own content and in languages appropriate to their local needs.

4.4 Publishing the Results

Local authorities must set out their arrangements for publishing the results of any assessments, consultation and monitoring they do to identify adverse impacts on race equality.

In order to be accountable and to demonstrate the results of this Race Equality Scheme, the Council will publish the results of service user monitoring, of major consultation exercises and of any impact assessments it carries out at least once a year. The results of Best Value reviews are already published in the Best Value Performance plan, and as much of the activity under the race equality scheme as possible will be incorporated into that annual publication. The scheme is a three-year scheme but will be subject to annual review.

21. The Council will publish the results of service user monitoring, major consultation exercises and equality impact assessments using a variety of media as described below.

Camden’s approach will be to use a range of media to communicate the Council’s performance on different aspects of the scheme to different audiences. The key objective is to demonstrate progress in delivering the scheme and increase public confidence across all racial groups. The main arrangements for publication include: the production of an annual report which reviews all the Council’s work over the preceding year; the results of Equality Impact Assessments (made available on request), a summary of the annual report; use of the Council’s website and the publication of press releases to relevant local government agencies, ethnic minority and local news correspondents on an ad hoc basis. The Council’s Communication team will have general responsibility for co-ordinating work around publication of results.

4.5. Access to Information and Services

Councils must set out their arrangements for making sure that people have access to information about the Council and the services provided. Information here means information about functions, powers, duties, policies, services and complaints procedures as well as information about people’s rights.

The Council provides a wealth of information about the services that it provides (and how to complain about them), as well as about the democratic decision making process.

This is a general requirement and will be fulfilled in a variety of ways. Access to information about services will be addressed as part of the best value review of a
service and as services go through the process of modernising under the Council’s e-government plans (Fit for the Future reviews). Camden will work in partnership with service users and people who could be but are not using services to find out what their information needs are and address them. The Council will also develop its in house language service to ensure that Council staff have better access to high quality translation and interpretation in the relevant languages. Access to information and services forms part of Camden’s valuing diversity policy statement. The Council will publicise the availability of the language service to departments and to communities so that its services can be as accessible as possible for people with English as a second language.

Camden also produces a lot of information that is not service specific, for example papers for the Executive (the Council’s main decision making body) and the Council magazine. In order to fulfil its community leadership role and ensure that all its messages are accessible to all communities within the borough, Camden will review its communications strategy and access to the Council papers for all parts of the Council’s decision-making structures.

There is also a need to look at how well the existing methods Camden relies upon to make information available to different racial groups are working. There are some good examples that demonstrate the need to reach out to everybody – for example producing the Community Strategy to the same high standards in eight different ethnic minority languages and the translation of the Council’s twenty most used documents into a minimum of eight different languages. There is also work in hand under the Council’s APLAWS scheme to make the web more accessible to people whose first language is not English. But Camden needs to review the ability of the local press and the Council’s own publications to reach people in the many different ethnic minorities groups.

The Council will also ensure that all communities have access to ESOL (English for speakers of other languages) provision and will identify where there are needs and gaps in the current provision delivered by Further and Adult Education colleges in the borough. It will ensure that all UK online centres can signpost people to ESOL and basic skills provision and that information and publicity is more widely available in community languages.

This applies not only to service specific information, but also to information that helps people to understand how local democracy works, how to contact their councillor, how to make a complaint and how to influence change. In order to fulfil its community leadership role and ensure that all the Council’s messages are accessible to all communities within the borough, Camden will review its approach and tools for communicating with ethnic minority groups in 2002, and review the whole communications strategy in 2003. The Council will do this through the Best Value review of the Communications function currently underway.

22. The Council has identified that there is a shortage of high quality translators and interpreters. The Council will review current processes to establish an improved supply of translators and interpreters – finding economies of scale, consolidating services or using preferred suppliers at a preferential rate.
23. The Council will issue, by November 2002, clearer policy advice about translation and interpretation to secure a more consistent response and to raise awareness amongst communities that it is available.

24. The Council will ensure that all service plans state how they will fulfil the requirements of the RRA Act and incorporate actions arising out of the gap analysis that each department has carried out.

25. The Council will, during 2002/03, review its approach and tools for communicating with minority ethnic groups and, review the communications strategy to incorporate the findings and actions from this review.

26. The Council will, by October 2003, review how BME communities can access the information that goes to the Council’s Executive, Overview and Scrutiny Commission and Scrutiny Panels so as to maximise the information available to non-English speakers.

4.6. Training Staff

This duty aims to make sure that staff working on this area have the skills they need to ensure that public authorities meet their general duty to promote race equality. The three parts of the general duty which are – eliminating discrimination, promoting equality of opportunity and promoting good race relations- are complex. The staff involved will need a thorough understanding of race issues and of the Council’s roles and responsibilities.

Camden has extended this requirement to cover Councillors and senior management as well as frontline staff. They will all need some awareness about the new legislation and the Council’s commitments under it. Managers will need to have skills in the following areas

- the measurement of performance and target setting to improve access to services
- consultation and involvement strategies for use with Black and Minority Ethnic communities and
- Policy and strategy development within the provisions of the Act

Through Camden’s consultation programme, the Council will also inform communities of the requirements of the act and seek their views on its proposals. Some training has already been delivered to managers over a series of lunchtime seminars earlier this year. Some departments have already established working groups to determine how the act will be implemented in their area. In addition to the corporate programme of training activity, individual departments may devise service specific training to assist staff in considering and delivering more accessible services.

The Executive has also been informed of the requirements of the Act. However, there is still much to be achieved and training is a crucial part of the culture change
that is necessary if Camden are truly to put race equality at the heart of all Council activity.

27. The Council will, by December 2002, review all relevant corporate training to incorporate the requirements of the Race Relations Amendment Act; this will include Induction, Valuing Diversity, Management Development, Customer Care and Complaints training.

28. The Council will use Camden’s annual Managers Conference to inform all managers about the Race Relations (Amendment) Act and their role within it.

29. The Council will continue to consider joint training with its partners in health and police and others who also have responsibilities under this act.

The Council will also work to see how its efforts can be combined to achieve maximum benefit for Black and Minority Ethnic communities. The Council will also consider opening up this training to other partners that don’t have the same responsibilities, but do work closely with Camden e.g. Housing Associations.

30. The Council will, by December 2002, run two briefing sessions for members on the implications of the act.

5. Specific Duties – Employment

Recognising the impact of the Race Relations (Amendment) Act, Camden has reflected this in those obligations concerning Employment, and will follow the strategic objectives set out in the Council’s People Management Strategy.

The Council’s Valuing Diversity in Employment Project will help Camden achieve diverse, high performance, innovative teams that better serve and reflect Camden’s community. Central to this will be how the Council recruits and selects its employees utilising the new Recruitment Guidelines. This forms part of the strategy to retain, develop and grow the Council’s employees, particularly those from the BME communities, which will be underpinned with ongoing management development and support.

Camden already monitors many of the areas specified by the Act but the Council also acknowledges that it has more to do in terms of improving monitoring and then using this data to improve the Council’s employment practice and achieve a more representative workforce. Camden knows that the Council has a particular problem with the representativeness of its workforce higher up the organisation. The table below shows which areas the Council already monitors and where new monitoring will be introduced.
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<tr>
<th>Employee Data</th>
<th>Current Monitoring</th>
<th>Planned Additional Monitoring</th>
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<td>Employment Tribunals</td>
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**Actions (including those from the People Management Strategy)**

31. The Council will improve the composition of its workforce year on year to ensure that it better reflects Camden’s communities including initiatives such as Modern Apprenticeships, New Deal, Supported Employees and Children in Care programmes.

32. Camden will monitor pay against ethnicity and produce an annual report showing pay data against staff diversity profile.

33. The Council will deliver its Valuing Diversity in Employment Project during 2002-2007 to make the workforce more representative of the community.

34. The Council will introduce new Recruitment Guidelines by Spring 2003 as part of the Valuing Diversity in Employment Project.

35. The Council will introduce the New Management Model’s Valuing Diversity competency throughout the authority.

36. The Council will develop ways of securing greater community access to employment and work experience within Camden through:
   - Supporting the relaunch and delivery of the Diversity Policy ensuring staff understand and deliver our aspirations
   - Implementing the European and national diversity legislation within timescales to include gender, religion, age and sexuality
   - Using the generic equalities (employment) standards, as a framework to raise standards on equality issues

37. The Council will follow those objectives set out in the delivery of the MacPherson Action Plan:
   a. Recruitment and selection training for all recruiters
b. The top management team receive twice annual reports on monitoring data
c. Valuing diversity training for all staff
d. Managing diversity training for all supervisors and managers

6. Other Priorities

6.1 Procurement

The Council currently requires all companies applying to go on the Approved List and those bidding for high value contracts to complete an Equal Opportunities Declaration (EOD) document, which asks six questions as set down by the Secretary of State.

Recent developments allow the Council more freedom in developing its equalities policies through procurement. A Strategic Procurement Unit has recently been formed, and is considering the options available. The Procurement Strategy for the Council will embrace relevant policies and include actions to fulfil the requirements of the Race Relations Amendment Act.

Camden is leading on a ‘pathfinder’ Invest to Save project called the Micro Business Gateway. This seeks to provide seamless access to regulatory information for small ‘micro-business on trading standards, environmental health, planning and building control. The Council is particularly seeking to improve access to information for BME business.

The Council is also participating in a London-wide Agency Staff consortium contract which will ensure valuing diversity issues are built into the recruitment of temporary staff.

38. The Council will develop a Procurement Strategy with targets (related to the Race Relations Amendment Act) by October 2002.

39. The Council will introduce a workforce monitoring sheet for the Approved List and high value contracts, giving a breakdown of staff by ethnicity, sex, disability etc. by January 2003.

40. The Council will develop a Small Business Initiative which will include new and small Black, Minority & Ethnic businesses as target clients helping them to become ‘fit to compete’ for both private and public sector work by March 2003.

41. The Council will develop a corporate Contract Register by September 2003. This will allow more effective monitoring of workforce and business ownership across the Council’s total expenditure.

42. The Council will complete web-site development for the micro business gateway project by end 2003. This seeks to use the Internet to assist in the creation and development of small businesses.
6.2 Promoting Race Equality through Partnerships and Community Leadership

Officers and Councillors across the Council are involved in or leading a wide range of multi-agency partnerships. Much of Camden’s work is now conducted through partnerships because the issues faced by the Council’s communities can no longer be resolved by one agency only. Some of these partnerships are at a strategic level such as the Local Strategic Partnership and the Crime and Disorder Partnership; others are at a more operational level such as with voluntary sector partners or the Youth Offending Team.

As part of Camden’s commitment to delivering on the RRA Act, the Council undertakes the following action:

43. The Council will promote the representativeness of all partnerships that it is involved in and strive to have issues of race equality within their terms of reference and on their agendas. Similarly, the Council will promote Race Equality through the Local Strategic Partnership.

44. The Council will monitor good practice and develop mechanisms by which opportunities for cross-departmental learning can be shared effectively and good practice replicated across the Council.

Camden sees Community Leadership as a key role for the Council’s elected Councillors. They have the democratic legitimacy conferred upon them by the democratic process. But in order to be true Community Leaders, they need to better understand and represent all their constituents. Both the political leaders and the Council’s most senior management team have already taken some steps to better understand the different ethnic communities in Camden. For example, the Chief Executive and service directors have been involved in a series of visits to minority ethnic communities, including Somalis, Bangladeshi elderly, young Bangladeshi men, and mosques. The visits have involved robust discussions and debates about community concerns and how Council services can be made more accessible and relevant. This has involved listening to what people say and exploring more creative ways of delivering services.

The Leader of the Council has also undertaken a programme of visits and debates with community organisations, following the events of September 11th. There is an ongoing long-term commitment to engaging with communities, and not just one off events.
Summary of Race Relations Legislation

Introduction
The Race Relations Act 1976 as amended by the Race Relations (Amendment) Act 2000, provides a comprehensive legislative framework for race equality in Britain. It followed the recommendations of the report of the Stephen Lawrence Inquiry and the identification of institutional racism. This briefing paper concentrates on the aspects of the Act that relate to public authorities.

The General Duty
The Race Relations (Amendment) Act 2000 places a general statutory duty to promote race equality with a positive duty to have regard to the need to:
- eliminate unlawful racial discrimination
- promote equality of opportunity; and
- promote good relations between people of different racial groups

The aim of the general duty is to make racial equality a central part of the way public authorities work, by putting it at the centre of policy making, service delivery, regulation and enforcement, and employment practice. The Act gives the Secretary of State the power to impose such duties on public authorities as considered appropriate to ensure that they carry out their general statutory duties in an acceptable manner. The Act also gives power to the Commission for Racial Equality (CRE) to issue codes of practice containing guidance to authorities on the general statutory duties. The final Statutory Code of Practice on the Duty to Promote Race Equality was published in June 2002. The Code should be followed by public authorities and can be used as evidence in legal proceedings. The Statutory Duties Order introduces a number of specific duties - steps that will help deliver the general duty.

Specific Duties
The first of these specific duties requires public authorities to prepare and publish a Race Equality Scheme (RES) that demonstrates how they intend to fulfil their general duty under the Act and had to be published by 31 May 2002. The RES must state in particular the following:

1. The functions and policies or proposed policies which the authority has assessed as being relevant to its discharge of duties under section 71 of the Race Relations Act as amended.
2. The authority’s arrangements for:
   - assessing and consulting on the likely impact of its proposed policies on the promotion of race equality;
   - monitoring its policies for any adverse impact on the promotion of race equality;
   - the publishing of results of such assessments, consultation and monitoring;
   - ensuring public access to information and services, which it provides, and training staff in connection with the duties of the Act and the Order.

There are also specific requirements, for employers of at least 150 full time staff, to have in place arrangements to monitor, by reference to the racial groups, all matters relating to its staff including, recruitment, retention, training, promotion, performance
appraisals and disciplinary action. Authorities are required to annually publish the results of such monitoring.

CRE Guidance

The CRE guidance on implementing the code of practice on the duty to promote racial equality outlines good practice to be followed by public authorities. The RES must set out how authorities will meet their obligations under the general duty including:

- A set of values, principles and standards
- An action plan with timescales
- Other relevant measures e.g. aims, targets, indicators and positive action
- Provision for community consultation and arrangements to ensure staff awareness
- A timetable for review (at least every three years)

In addition to the statutory code of practice on the duty to promote race equality, the CRE has produced the following guidance documents that will be invaluable to public authorities in mainstreaming race equality into their activities:

A Guide for Public Authorities
Designed to help public authorities to follow the code of practice. Although the guide does not have any legal standing (unlike the code) it as an authoritative document, based on the professional judgement of public authorities with wide-ranging practical experience of tackling discrimination and promoting racial equality.

A Guide for Schools
Designed to help schools to follow the code of practice. It is aimed mainly at the governing bodies of maintained schools and other educational institutions maintained by a local education authority that are bound by the duty. However, it will also be useful for pupils, parents, community groups, contractors, partners and others who want to know what they can expect from schools, and what schools might expect from them.

Explains the main principles of ethnic monitoring, focusing on employment and service delivery. Discusses planning, communication, consultation, data collection, analysis, interpretation, and ethnic categories.

Private or Voluntary Organisations Carrying out Local Authority Functions
Under the Act if a public authority has a contract or other arrangement with a private company or a voluntary organisation to carry out any of its functions and the duty applies to those functions, the authority is responsible for meeting the duty concerning those functions. Private or voluntary organisations do not have this obligation. Thus local authorities working in partnership with other organisations are still responsible for meeting the general duty and any specific duties.

Further Information
The above is a short summary of the race equality legislation in Britain in relation to local authorities. Further more detailed information on this and other aspects of race equality legislation can be obtained from Camden’s Equalities Unit (telephone 020 7974 6014) or the Commission for Racial Equality’s website: http://www.cre.gov.uk/
### The Functions of the Council

As defined by our list of best value reviews

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## Education Department

**Planning and Resources**
- Property and Contracts
- Personnel
- Finance
- Policy & Research Group
- Information Technology Service

**School and Student Services**
- Further and Higher Education Awards
- School Services
- School Support
- Governor Support and Child Licensing
- School Inclusions Team
- Special Educational Needs
- Primary Learning Support Service
- Educational Psychology service

**Curriculum and Community Service**
- Inspectorate
- Early Years Service
- Training and Media Services
- Youth Service
- Under 25’s Advice Centre
- Camden Language and Support Service

## Environment Department

**Planning Division**
- Major Projects, including King’s Cross regeneration and the Channel Tunnel Rail Link
- Census information
- Planning applications
- Transport planning
- Town Centre Management
- The Unitary Development Plan
- Trees (with preservation orders, in conservation areas)
- Conservation Areas
- Concessionary travel incl. ‘Taxicard’ and Freedom Pass

**Quality & Resources Division**
- Public reception and information services
- Environmental stewardship and sustainability
- Financial management and budget monitoring
- Human resource strategies
- Strategic procurement
- Information Systems
- Directorate support and Member liaison
Organisational development
Quality and performance management

**Environment & Consumer Protection**
Consumer advice
Food hygiene in shops and restaurants
Health & Safety in commercial premises
Licenses for entertainment, food, drink, etc
Pest control
Pollution (noise, smoke, air quality)
Managing street markets
Trading Standards
Safe building construction
Private rented properties and their living conditions

**Street Management Division**
Parking management and enforcement
Recycling
Refuse collection
Road repairs
Street lighting
Street sweeping
Traffic management
Scaffold and skip licensing
Gully cleansing

**Housing Department**
Housing Management
- Management of council housing including dealing with repairs, collection of rents, void properties, tackling nuisance and harassment, caretaking and other tenant related matters.

Housing Needs includes:
- Housing assessments and allocations
- Housing advice and assistance to people seeking accommodation and private sector tenants and owner-occupiers.
- Dealing with homelessness.
- Support service for vulnerable tenants and applicants for housing.

Temporary housing:
- Procurement and management of temporary accommodation
- The management of hostels

Home Ownership Services:
- Administration of the Right to Buy
- Leaseholder service charges

Capital Programme Management
Strategic and support activities include:
- Housing Finance
- Housing IT
- Housing Personnel
- Housing Policy and Information, Quality and performance monitoring, Housing Initiatives and Regeneration.

**Leisure and Community Services Department**

- Libraries and Information
- Parks & Open Spaces
- Cemeteries
- Trees maintenance
- Out of school activities
- Arts Development
- Sports Development
- Leisure centres
- Play Services
- Training
- Transport
- Camden Centre
- Voluntary Sector grants
- Advice and information

**Social Services Department**

The Social Services Department has primary, often statutory, responsibilities for:

- Children in Need
- Children Looked After
- Child protection issues
- Statutory assessments under the Mental Health Act
- Adult with Mental Health needs (including problems relating to Substance Misuse)
- Older People (including those with Mental Health needs)
- People with Physical Disabilities, Sensory Needs and HIV/AIDS
- People with Learning Disabilities.
Appendix 3

Glossary of Terms

- **APLAWS (Accessible and Personalised Local Authority Websites)**: A project funded by central Government in order to develop a common model for local authority websites.

- **Black and Minority Ethnic (BME) Communities**: These communities, whose origins lie outside Britain, are themselves very diverse. Most, however, have experienced a significant degree of discrimination and disadvantage, linked to race and/or ethnic origin. These communities include people generally regarded as ‘White European’. Together, these groups make up more than a quarter of Camden’s population, when Irish-born residents are included.
  
  The main Census categories for ethnic groups in Britain are: White, Black Caribbean, Black African, Black Other, Indian, Pakistani, Bangladeshi, Chinese and Other Asian.
  
  The 1991 Census was the first to pose a question regarding ethnic origin, which has since been revised for the Census conducted last year.
  
  The Census data confirms that the Bangladeshi community is the single largest ‘non-White’ ethnic group. Recent projections indicate that more than more than 6% of local residents are of Bangladeshi origin, while Black African communities account for nearly one in 20 of Camden’s population.

- **Capacity Building**: “Development work that strengthens the ability of community organisations and groups to build their structures, systems, people and skills so that they are better able to define and achieve their objectives and engage in consultation, manage community projects and take part in partnerships and community enterprises. (Capacity building) includes aspects of training, organisational and personal development and resource building, organised in a planned and self conscious manner, reflecting the principles of empowerment and equality.”

  (Community Development Foundation)

- **Organisational Capacity Building**: Capacity building is not a one-way street. Large statutory organisations such as Camden need to gain a better understanding of the borough’s diverse communities and such issues as representation, consultation, participation and engagement. This includes the need to be aware of and sensitive to cultural differences and different ways of working across communities and sectors.

- **Community Cohesion**: The concept of ‘community cohesion’ has five principal dimensions within and across communities:
  
  - Common values and a civic culture;
  - Social order and social control;
  - Social solidarity and reduction in wealth disparities;
  - Social Network and Social Capital (see below), and
  - Place Attachment and Identity.
- **Community Leadership:** Community Leadership is the role of councillors and the council corporately to:
  - Represent the interests of the people of Camden
  - Work with others to improve the quality of life of everyone
  - Take decisions that reflect council values, different interests and are informed by resident' views and preferences
  - Promote and champion a sense of identity, community cohesion and pride in the borough
  - Support communities to voice and represent their own interests

- **Community Strategy:** A community strategy represents the strategic vision and priorities for an area. It is a partnership strategy and the process of agreeing the priorities should engage as many people as possible. Through the Community Planning process, local authorities can fulfil their duty to promote the economic, environmental and social well being of their areas. Camden’s Community Strategy is called *Our Camden, Our Future* and is available by calling 020 7974 5513.

- **Equal Opportunities:** This term applies to a whole series of policies and specific measures, some of them based on legislation, that have been devised to tackle issues of discrimination and disadvantage that affect both communities and individuals. An effective equal opportunities policy aims to ensure that all of an organisation’s employees and all of its service users receive fair treatment, regardless of race/ethnicity, gender, disability or impairment, or sexual orientation. (See also Valuing Diversity below).

- **Local Agenda 21:** Often referred to as LA21, this programme emerged from the 1992 ‘Earth Summit’ in Rio de Janeiro, Brazil, where 175 government signed an outline agreement for the promotion of ‘sustainable development’. This means developing a strategy that strikes a balance between the needs for economic growth and protection of the environment. (See also below for ‘Sustainable Development’). Like the Community Strategy, LA21 is concerned with a ‘big picture’ for the area covered by the authority. An action plan for addressing some of these problems was published in December 2001. This emerged from work involving councillors alongside representatives from community and voluntary sector groups.

- **Local Strategic Partnership (LSP):** The LSP is a partnership which aims to bring together the public, private voluntary and community sectors to improve the quality of life for all who live, work in and/or visit Camden. In addition to its role in overseeing the implementation of the Community Strategy, the LSP will be working to promote Camden’s interests beyond the borough’s boundaries - with central Government, external organisations and regional bodies. It also has responsibility for overseeing Camden’s involvement in the Public Service Agreement pilot (see below).

- **Micro Business Gateway:** A pilot project that is seeking to use the Internet to assist in the creation and development of small businesses. As part of its overall aim of improving business support and advice to the local community as a whole, the project board has been looking at the provision of business information in a range of community languages.

- **Neighbourhood Renewal Strategy:** This is an area-based approach to tackling social inclusion (see below) that recognises that:
1. Many aspects of social exclusion are concentrated in geographical areas.
2. Activities and services currently provided in deprived areas tend to be of a poorer quality or not appropriate to the needs of that area.
   Responsibility for agreeing and overseeing the implementation of this strategy lies with the Local Strategic Partnership (see above).

- **New Management Model:** This lists the competencies (mixture of acquired skills, knowledge and abilities) required of all Camden managers. These include Valuing Diversity (see below).

- **Public Service Agreement (PSA):** Camden is a pilot authority for this major central Government scheme that seeks to award those local authorities that meet specially chosen targets with additional grant monies and spending freedoms. Overseen by the Local Strategic Partnership, the PSA covers a three-year period running up to 2004.

- **Social capital:** A key aspect of Social capital is the networks between individuals in communities that help to promote the development of reciprocity and trust between them. Initiatives that encourage volunteering can help to build social capital, which in turn can increase participation and a sense of common purpose.

- **Social Inclusion:** In Camden we use the term to mean, “Activity aimed at removing the barriers for individuals to participate effectively in economic, social, political and cultural life.”

- **Sustainable Development:** Sustainable Development means raising quality of life (economic and social development) while living within environmental limits for resource use, pollution etc (the sustainability aspect). Local authorities were identified at the first Earth Summit in Rio de Janeiro in 1992 as having a key role to play in achieving sustainable development. In particular they were urged to work with their local communities to draw up local action plans for sustainable development. These are called Local Agenda 21 plans or strategies, and the process of developing and implementing the plans is called Local Agenda 21 or LA21 (see above).

- **UK Online Centres:** These centres form a crucial part of a drive, led by central Government but involving a wide range of partners, to ensure relatively easy, public access to Internet and e-mail facilities to all those who want it. The centres should also provide new IT-based learning opportunities. In Camden 29 online centres are due to open up over the course of the next two to three years. In some cases facilities may overlap with provision of Community Access Points, another key element of the E-government agenda.
Valuing Diversity: This policy, adopted in 1994/95, was designed to address all aspects of discrimination in both employment and service delivery through a single, unified approach. An organisation with a representative workforce would be better placed to understand the needs and aspirations of its communities. Valuing Diversity marked a significant step beyond earlier equal opportunities policies in that it saw diverse populations as an asset rather than as a ‘problem’.
### Employment Profile by Ethnicity

#### Ethnic Profile of Staff
**June 2002**

<table>
<thead>
<tr>
<th>Ethnic Group</th>
<th>Manual</th>
<th>Sc1 to Sc6</th>
<th>SO1 to SO2</th>
<th>PO1 to PO3</th>
<th>PO4 to PO7</th>
<th>SM1 to SM3</th>
<th>Chief Officers</th>
<th>Teachers</th>
<th>Total</th>
<th>Total %</th>
</tr>
</thead>
<tbody>
<tr>
<td>White</td>
<td>246</td>
<td>2142</td>
<td>647</td>
<td>709</td>
<td>470</td>
<td>98</td>
<td>29</td>
<td>769</td>
<td>5110</td>
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<tr>
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<td>673</td>
<td>197</td>
<td>176</td>
<td>69</td>
<td>5</td>
<td>2</td>
<td>38</td>
<td>1244</td>
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</tr>
<tr>
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<td>55</td>
<td>60</td>
<td>29</td>
<td>8</td>
<td>0</td>
<td>45</td>
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<td>4</td>
<td>11</td>
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<td>0</td>
<td>0</td>
<td>4</td>
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<tr>
<td>Other</td>
<td>21</td>
<td>136</td>
<td>15</td>
<td>20</td>
<td>14</td>
<td>1</td>
<td>1</td>
<td>42</td>
<td>250</td>
<td>3.5%</td>
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<tr>
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<td>372</td>
<td>3267</td>
<td>918</td>
<td>976</td>
<td>583</td>
<td>112</td>
<td>32</td>
<td>898</td>
<td>7158</td>
<td>100%</td>
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<td></td>
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<tr>
<td>% Ethnic Minorities</td>
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</tr>
<tr>
<td>% Ethnic Min SM/CO</td>
<td>11.8%</td>
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<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>% Ethnic PO4+</td>
<td>17.9%</td>
<td></td>
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<td></td>
<td></td>
<td></td>
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</tr>
<tr>
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<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>% Ethnic SO1 to SO2</td>
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<td></td>
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<tr>
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### Ethnic Group Projections

#### Greater London Authority – 2001

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<th>Ethnic Description</th>
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<tr>
<td>White</td>
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<tr>
<td>Black Caribbean</td>
<td>3,384</td>
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<tr>
<td>Black African</td>
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</tr>
<tr>
<td>Black Other</td>
<td>2,476</td>
<td>1.3%</td>
</tr>
<tr>
<td>Indian</td>
<td>3,846</td>
<td>2.0%</td>
</tr>
<tr>
<td>Pakistani</td>
<td>1,129</td>
<td>0.6%</td>
</tr>
<tr>
<td>Bangladeshi</td>
<td>11,742</td>
<td>6.1%</td>
</tr>
<tr>
<td>Chinese</td>
<td>3,278</td>
<td>1.7%</td>
</tr>
<tr>
<td>Other Asian</td>
<td>5,942</td>
<td>3.1%</td>
</tr>
<tr>
<td>Other</td>
<td>10,850</td>
<td>5.6%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>193,846</td>
<td>100.0%</td>
</tr>
<tr>
<td><strong>Total Ethnic Minorities</strong></td>
<td>51,910</td>
<td>26.8%</td>
</tr>
<tr>
<td><strong>% Ethnic Minorities</strong></td>
<td>26.8</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Ethnic Group</th>
<th>2001</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>White</td>
<td>141,936</td>
<td>73.2%</td>
</tr>
<tr>
<td>Black</td>
<td>15,123</td>
<td>7.8%</td>
</tr>
<tr>
<td>Asian</td>
<td>25,937</td>
<td>13.4%</td>
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<td>Other</td>
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<td>5.6%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>193,846</td>
<td></td>
</tr>
</tbody>
</table>
London Borough of Camden
Employee Ethnic Profile

- White: 71.4%
- Black: 17.4%
- Asian: 7.1%
- Mixed: 0.6%
- Other: 3.5%

London Borough Camden
Population Ethnic Profile

- White: 73.22%
- Black: 7.80%
- Asian: 13.38%
- Other: 5.60%
Appendix 5

Race Equality Schemes of Partner Agencies

- Camden Primary Care Trust
- Camden Mental Health and Social Care Trust
- Metropolitan Police
- University College London
- University College of London hospitals

For a copy of any of these documents, please contact Ola Onigbinde at the Equalities Unit on 020 7974 2191 or at ola.onigbinde@camden.gov.uk