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1. Foreword

Welcome to Leeds City Council’s first Race Equality Scheme, which has been produced in line with the new general and specific duties arising out of the Race Relations (Amendment) Act 2000.

As a Council, we have always had a positive approach to race equality and have for two decades worked actively to promote race equality in the exercise of all our key functions. Building on this, we have also adopted the core values of ‘Equality of Opportunity’, ‘Good Employment Practice’ and ‘Countering Poverty and Inequality’ to ensure equal opportunities underpins the direction of the Council.

We recognise that the Race Relations (Amendment) Act 2000 is about institutional change and for this reason leadership is a key element of the Council’s implementation strategy. Work to implement the Race Relations (Amendment) Act 2000 started in summer 2000 with a member of the Council’s Central Executive Team taking the lead on race equality by establishing a ‘Race Equality Champions’ Group. This group comprises of senior managers from each of the Council’s departmental management teams. Complementing this, the Council’s top 150 managers have recently participated in the ‘Leeds Leadership Programme’ with a specific project sponsored by myself to consider the importance of further embedding the principles of diversity in the work of the Council. Arising from this we are planning to be the first organisation to sign up to the revised CRE Leadership Challenge in July 2002. This will ensure race equality is always considered at the most senior decision making levels of the Council.

We have sought to ensure that key stakeholders such as local black and minority ethnic communities, staff, managers and partner agencies have all been engaged, with their views reflected in our Race Equality Scheme. This engagement will be continuous enabling our scheme to be dynamic, meaningful and outcome-focussed.

Leeds City Council has established solid foundations to meet the new general and specific duties. Currently we are a pilot authority working in partnership with the CRE assisting in the promotion of best practice. This, I hope, will continue. However, despite this welcome recognition by the CRE, we acknowledge that considerable scope for improvement still exists to bring about positive change for both our employees and our customers.

In Leeds we have tackled race equality issues, and will continue to do so, not because we have to but, more importantly, because we want to. Leeds is a truly cosmopolitan city with a rich multicultural heritage that has contributed to the success of the city. We therefore recognise that the promotion of race equality through this scheme will further reinforce this success.

Comments on our Race Equality Scheme are welcome and I encourage any feedback that will further assist the Council to meet its new legal duties.

Paul Rogerson
Chief Executive
PART 1

INTRODUCTION

&

BACKGROUND
2. Introduction and How to Use Leeds City Council’s Race Equality Scheme

This Race Equality Scheme has been written in response to the new general and specific duties arising from the Race Relations (Amendment) Act 2000.

For the purposes of this document any reference made to the Council, also incorporates ‘Education Leeds’, which replaced the Council’s Education Department in April 2001. A separate section (section 19) is included in the scheme which outlines how Education Leeds in partnership with local schools is intending to meet the new legal duties to promote race equality.

The scheme will highlight how Leeds City Council has and further intends to positively promote and deliver race equality in all of its functions. The following sections will provide a local, national, historical and current context to enable the reader to gain a full appreciation of the Council’s commitment to make sure race equality is a priority issue.

This scheme can be used for many purposes depending upon the nature of the reader and the context in which it is being considered e.g. inspection purposes. The scheme has not been designed as a document to be read in one go or in isolation, but to be used for reference purposes and add value to other areas of work. Reference is made to various documents and useful contacts throughout the scheme. Where available contact website addresses for accessing further information have been included (see Appendix 7 for a full list). As a guide it is anticipated that this scheme will be used for the following purposes:

- **Information** – To enable staff, service users, Councillors, community groups, partner agencies, job applicants, local, regional and national agencies to have a better informed understanding of the Council’s approach and commitment to race equality.

- **Service Improvement** – To enable departments through Best Value Reviews and other service improvement initiatives to highlight the importance of race equality thus ensuring organisational consistency.

- **Accountability** – To enable minority ethnic staff, users and community groups, to use the scheme to assess and scrutinise the commitment and effectiveness of the Council, with regards to the delivery of race equality.

- **Inspection** – To enable a wide range of inspection bodies including the CRE to use the scheme to assess whether the Council and its departments are meeting the new general and specific duties.

The Scheme is split into the following five key sections:

- **Introduction and background to Leeds City Council’s approach to race equality**
Sections 3 to 9 provide a background to the city of Leeds and to the Council’s overall approach to race equality, with particular emphasis placed upon organisational capacity, leadership, stakeholder engagement, and partnership working. A brief historical overview will also be given highlighting the Council’s attempts and achievements in promoting race equality during the last 20 years. These early sections of the scheme provide an insight into how Leeds City Council has embedded race equality at the heart of decision making.

• Arrangements to meet the specific duties

Sections 10 to 18 detail how the Council is meeting its general and specific duties arising out of the Race Relations (Amendment) Act 2000, covering both employment and service delivery. (However, the education specific duties are dealt with separately in section 19). Conformity to the new general and specific duties has been informed by the largest ever race equality ‘impact audit’ of all the Council’s relevant functions. This has enabled all Council departments to systematically consider work to implement race equality by measuring against the following areas:

• Consultation and engagement with minority ethnic communities
• Ethnic monitoring and target setting
• Access to information and services
• Training to meet the new duties and deliver equitable services
• Assessing the impact of policies and decisions.

The impact audit process and the information supplied by departments have been used to inform the Council’s Corporate Race Equality Action Plan (Appendix 1).

• Education

Section 19 details the work Education Leeds is carrying out to address race equality, including work towards meeting the education specific duties arising out of section 71 of the Race Relations (Amendment) Act 2000.

• Faith, Religion and Community Cohesion

Sections 20 to 21 of the scheme highlight how the Council intends to integrate religious/faith diversity issues and implement the new Community Cohesion agenda. This is to ensure that the scheme is not just meeting a minimum legal requirement, but highlights the Council’s commitment to consider all aspects of race equality in the context of a single all encompassing and dynamic strategy.

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• Appendices

Appendices 1 to 7 provide evidence of how the Council intends to meet its new legal duties (including the Council’s Race Equality Action Plan, and other useful reference materials.

The effectiveness of the scheme will depend on positive outcomes and its impact on local black and minority ethnic communities and staff of Leeds City Council.

The Council will produce a revised scheme every three years. However corporate and departmental race equality action plans will continue to be prepared on an annual basis. A race equality report will be published each year in May detailing the progress made on race issues over the previous year and outlining what action will be taken over the next.

Over the next two months a summary leaflet about the Race Equality Scheme will be produced and will be made available in various languages, Braille and audio format upon request.
3. Brief History of Leeds and its Diverse Black and Minority Ethnic Communities

Leeds is a vibrant multi-racial, cultural, ethnic and religious city. This diversity has been an intrinsic part of the city's history and success for over two centuries and has contributed to its social, cultural and economic well being.

Leeds is a city built by migrant labour. 250 years ago Leeds was a market town with a population of about 20,000. In the early days of the industrial revolution the migrants came from the villages of Yorkshire, joined soon after by workers from rural areas in Scotland and Wales. By the 1820’s, 5% of the workforce was from Ireland, employed mainly on building the canals and, later, the railways. A generation later, driven by famine in Ireland, the Irish population had doubled and the nucleus of a Jewish community had been established. The persecution of Jewish communities in Eastern Europe led to the increase in the Jewish population to about 7,500 by the beginning of the 20th century.

The first record of African Caribbean workers in Leeds is the 1870’s. Asian peddlers, Italian ice cream venders and Irish Travellers were a feature of the city after the First World War in which all had served on the Western Front.

In the 1940’s young men and women from Asia, Africa, the Caribbean, Eastern Europe and Ireland came to serve in the UK armed forces, the merchant navy and in the industrial and service sector of cities throughout the UK.

Two years after the end of the war, the UK once again called on the men and women from the Caribbean and Asia to return and work in engineering, transport and the health service. They joined the war displaced persons and new settlers from Eastern Europe and Ireland and, from the mid -1950’s, there was also the arrival of Greek Cypriot, Anglo Egyptian, Chinese and Hungarian settlers and refugees.

The University of Leeds has traditionally drawn an overseas student body, particularly from Africa, the Middle East and the Far East. From the late 1960’s many of these graduates have settled with their families in Leeds.

Modern African and European conflicts, the dissolution of the Soviet Union and a new need for skilled workers in the service sector have added several small new communities to the diverse population of Leeds.

All the world's major, and many minor, religions are practiced in the city where over 80 languages are spoken.

Leeds is truly a community of communities in which the black and minority ethnic communities have made a unique contribution to the city’s economic, social, political and intellectual life.
40. Outline of the Race Relations (Amendment) Act 2000

Following the publication of the Stephen Lawrence Inquiry Report in February 1999, the Home Secretary undertook to strengthen race relations legislation. The Race Relations (Amendment) Act 2000, which came into force in April 2001, is the statutory response to the recommendations of the Stephen Lawrence Inquiry Report (see Appendix 2 for the recommendations impacting upon local government).

What the Act does

The Race Relations (Amendment) Act 2000 amends and strengthens the 1976 Race Relations Act in the following of ways:

- Broadens the scope of the 1976 Act to cover functions that were not previously covered. So, for the first time local authorities are prohibited from unlawfully discriminating in the carrying out of any of their functions. Whilst functions such as employment and the provision of services were previously covered, the enforcement, regulatory, licensing and inspection functions of public bodies were not. In the local government context, examples of newly covered functions include enforcement of school attendance, trading standards, parking controls, imposing curfew notices, applying for anti-social behaviour orders, environmental health inspections, granting licenses for late night opening and many others.

- Introduces a new general positive duty upon specified public bodies, including local authorities, to promote race equality. This duty is set out below:

  ‘Any specified public body shall in the carrying out of its functions, have due regard to the need to:

  a) eliminate unlawful racial discrimination; and
  b) promote equality of opportunity and good race relations between persons of different racial groups’

- Introduces a power for the Home Secretary to impose specific duties on specified bodies, to help ensure ‘the better performance’ of the general duty. Under this power, the Home Secretary has issued a number of duties that apply to local authorities and other specified public bodies. These duties are listed in Appendix 3 and their implementation is detailed in sections 10 to 19.

Further information about the Act is available from the Home Office at:

http://www.homeoffice.gov.uk/raceact/welcome.htm

or from the Commission for Racial Equality (CRE) at:

http://www.cre.gov.uk
5. Leeds City Council’s Approach to Race Equality – Organisational Capacity

The Council has always recognised that delivering race equality is more than just words or having paper policies. The successful implementation of the Race Relations (Amendment) Act 2000 requires strong organisational capacity and direction to sustain work and deliver positive outcomes. In Leeds we have invested considerable resources and time over the last two decades to ensure our organisational capacity is adequate to bring about sustained and lasting change. This capacity has been further strengthened during the last 2 years to enable the Council not only to conform to its new legal duties but also to go beyond its new statutory responsibilities. The following demonstrates how the Council has developed its capacity to ensure race equality is being achieved:

Core values

The Council plans and delivers its services in accordance with the following core values:

- Putting the needs of the public first
- Equality of Opportunity
- Countering poverty and inequality
- Open, responsive and accountable government
- Sustainable development
- Best Value
- Partnership
- Good Employment Practice

The approach to race equality is directed by all of the Council’s core values. However, those that are highlighted have the greatest impact. Information on how the core values influence the work of the Council through its corporate and departmental plans is available from the Corporate Support Unit (please see Appendix 4 for contact details).

Corporate Plan

Key elements arising from the Race Relations (Amendment) Act 2000 have been incorporated into the Council’s second Corporate Plan (covering 2002-2005), with the overall aim of ‘Closing the Gap’ between disadvantaged communities and the wider population. Race equality elements of the Corporate Plan will be monitored on a regular basis by the Central Executive Team, to ensure overall conformity to the Race Relations (Amendment) Act 2000. The Corporate Plan will influence individual departmental plans. A copy of the Corporate Plan is available from the Council’s Corporate Support Unit (see Appendix 4 for contact details).

Council Constitution

Leeds City Council has recently agreed a new constitution, which sets out how the Council operates, how decisions are made and the procedures that are followed to ensure that these are efficient, transparent and accountable to local people.
Relevant issues arising from the Race Relations (Amendment) Act 2000 have been incorporated into the constitution ensuring that the Council’s key decision making drivers take into account diversity issues. Council reports to the Executive Board and senior managers that require decisions are expected to highlight the impact upon race equality. Information about the Council’s constitution is available from the Council’s Legal Services department (please see Appendix 4 for contact details).

Equal Opportunities Unit

Work to promote equality of opportunity within Leeds City Council is co-ordinated by a Central Equal Opportunities Unit, which was established in 1983. This unit includes a dedicated Race Equality Team to ensure race equality is driven throughout a large organisation employing over 30,000 staff. Further information about the unit and its work is available at www.leeds.gov.uk/equalopps.

Equal Opportunities Policy

In December 2000 the Council’s Equal Opportunities Policy was updated to take into account the Race Relations (Amendment) Act 2000. In March 2002, the policy and the associated race equality policy statement were further updated to consider the new duties arising out of the Race Relations (Amendment) Act 2000. Both policy documents are available at www.leeds.gov.uk/equalopps.

Equality Action Planning

The Council has had a track record of producing Equality Action Plans that inform both corporate and departmental plans for over a decade. The plans enable individual departments to co-ordinate work on equality-related local and national performance indicators. Departments are expected to monitor their performance and to set measurable and realistic equality based targets covering both employment and service delivery matters. These plans also enable departments to focus on equality issues during Best Value Service Reviews. From 2002 departments have included race equality action plans emerging from their race equality ‘impact audits’ (discussed further in section 10) within their annual departmental Equality Action Plans. These ‘impact audits’ were carried out to assess current performance against areas covered by the new duties arising under the Race Relations (Amendment) Act 2000. (To obtain copies of departmental Equality Action Plans, please see the appropriate contact details in Appendix 4).

Organisational Consistency – CRE/Generic Equality Standard

Departmentally work to promote and deliver race equality has been co-ordinated through the CRE Standard Steering Group, comprising of departmental representatives from all 15 departments of the Council. This group has ensured all aspects of race equality work covering the following areas are consistently dealt with by all departments within one all encompassing framework:

- Policy development and planning
- Service delivery and customer care
• Community engagement and development
• Employment
• Marketing and corporate image

In order to ensure the Council’s CRE Standard strategy was not an internal bureaucratic process, an independent validation group reflecting key stakeholders such as minority ethnic staff and service users was established to assess the performance of Council departments. (Further details about this group are available in section 7 of the scheme).

In summer 2001, the impact audit process developed in response to Race Relations (Amendment) Act, was integrated into ‘level 2’ of the CRE Standard to ensure each department developed action plans that reflected systematic activity to deliver race equality in key areas of work. Further details about the ‘impact audit process’ are highlighted in section 10.

From April 2002, the CRE Standard has been replaced by the Generic Equality Standard for Local Government. A consistent organisational approach to race equality will continue to be driven through this new framework. Information about the Council’s CRE/Generic Standard strategies is available from the Council’s Equal Opportunities Unit (see Appendix 8 for contact details) and www.leeds.gov.uk/equalopps.

Linkages to the Stephen Lawrence Inquiry Report

In summer 2000, the Council decided to integrate the recommendations of the Lawrence Inquiry into the CRE Standard for Local Government framework. This ensured that the recommendations of the Lawrence Inquiry were considered systematically as part of one performance management process. By March 2002, all Council departments achieved ‘level 2’ of the CRE Standard which in turn has led to meeting two thirds of the Lawrence Inquiry recommendations impacting upon Local Government (Appendix 2).

Through the Stephen Lawrence Inquiry Report recommendations and their integration into the CRE Standard process, Leeds City Council has ensured that organisational capacity at both corporate and departmental levels is sustained. This approach to the Lawrence Inquiry report will continue in the context of the new Generic Equality Standard for Local Government.

Best Value

The Council recognises that the Best Value process to continually improve services is a significant vehicle to promote equality of opportunity. Training is offered to all Best Value Review teams on an annual basis with emphasis placed on considering equality as an important outcome. In 2000 the Council developed a best value equality checklist to enable review teams to scope in equality issues at the outset.

In 2003/4, the Council will carry out a best value review of the corporate Equal Opportunities Unit, as well as the Council’s overall approach to race equality. The
outcomes of the review will inform how equal opportunities will be delivered in the future.

Further information about the Council’s approach to Best Value, is available at www.leeds.gov.uk/lcc/services/bestvalue/best-review.html.

**Corporate Interpretation and Translation Unit**

In response to the Improvement Development Agency (IDeA) Peer Review in early 2000, the Council has now set up a corporate Interpretation and Translation Unit based in the Community Planning & Regeneration department. The aim of the unit is to enable Council departments to make information and services consistently accessible to a wide range of local black and minority ethnic communities. Its role is to ensure the Council’s approach to interpreting and translation is co-ordinated, quality assured and consistently implemented in all Council departments. A corporate guidance and procedure document is expected in the spring of 2002.

Issues concerned with interpreting and translation have been incorporated into the Council’s cross-cutting ‘Access to Services’ Best Value review 2002/3. This will ensure departments scope in key issues concerned with interpretation and translation.

**Addressing Racial Harassment**

Leeds City Council has had a good track record of tackling racial harassment since the mid-1980s. However, in light of the Lawrence Inquiry Report, the Council reviewed its approach in 2000 and has now produced a new strategy in line with recommendation 15 of the Lawrence Inquiry. This strategy now brings together the work of all Council departments into one consistent framework. A common racial harassment monitoring system for all Council departments was implemented in January 2002. A copy of the Council’s Racial Harassment Strategy is available at www.leeds.gov.uk/equalopps.

The Council's inter-departmental **Strategic Racial Harassment Group**, chaired by a Chief Officer, is responsible for driving forward and co-ordinating the Council's racial harassment strategy. This group meets on a regular basis to ensure issues related to racial harassment remain high on the Council's agenda.

The Council's Corporate Community Safety Unit is in the process of developing a single tenure approach to racial harassment. As part of this, a Local Public Service Agreement has been agreed with the government to encourage victims to make reports and increase levels of actions to address racial harassment.

**Equipping our staff**

Throughout 2001, a significant number of managers and staff have been briefed on the Race Relations (Amendment) Act 2000 and its implications for the work of the Council. Over 100 service managers were trained on how to carry out impact audits and develop race equality action plans. Briefing sessions have also been extended to black and minority ethnic staff and local community groups.
Additionally, work is underway to ensure issues arising from the Act are incorporated in relevant training courses delivered by the Council’s Organisational and Development Training Unit. A copy of the Council’s Corporate Workforce Development Programme highlighting equality based training courses and the ‘Equality Guidance for Trainers’ is available from the Council’s Central Personnel & Training Department (see Appendix 4 for contact details).

Leadership has always been a key driver to the Council’s approach to race equality. The Council recognises that leadership will be an essential element to the successful implementation of the Race Relations (Amendment) Act 2000. For the last two decades, work to deliver race equality has been sustained through leadership at both political and officer levels. This focus on leadership will be reinforced by the Council’s plans to sign up to the revised CRE Leadership Challenge in July 2002. In order to meet the criteria for signing up to the challenge, the Council has developed a leadership action plan. (To obtain a copy, please see contact details for the Equal Opportunities Unit in Appendix 8).

Political Leadership

Councillors have played a key role in ensuring race equality remains at the heart of decision making. The following examples demonstrate this leadership approach to race equality by Councillors:

- Leeds city Council was one of the first authorities to set up a Race Equality Committee in 1983 to enable Councillors to focus on the importance of race equality and its integration in key Council functions.

- The first ever Executive Board meeting in June 1999 considered the impact of the Lawrence Inquiry and recommended its implementation in key Council functions.

- A member of the Executive Board has responsibility for equal opportunities issues as part of their portfolio. This demonstrates a personal and organisational commitment to equality as a priority. This also ensures that equality issues are considered within this key decision-making framework.

- A scrutiny protocol has been produced in response to the Race Relations (Amendment) Act 2000 enabling Councillors with a scrutiny brief to highlight equal opportunity issues during the scrutiny process. For further information about the Scrutiny Protocol, please contact the Corporate Support Unit (see Appendix 4 for contact details).

Officer Leadership

The Lawrence Inquiry and the Race Relations (Amendment) Act 2000 provided a good opportunity for senior managers to fundamentally review their approach to race equality. As a result of this, the following examples demonstrate the leadership approach of senior managers:

- An ‘Equality Champions Group’ led by a Deputy Chief Executive and comprising of senior managers from each departmental management team was established in March 2001. (Terms of reference for Equality Champions are available at www.leeds.gov.uk/equalopps). The purpose of this group is to
ensure that at senior decision-making level equality issues are considered both centrally and departmentally. The Champions group has contributed to the scheme by highlighting the following key issues that have informed the Council's race equality action plan:

- Commitment and understanding to be shared by middle managers to ensure positive service outcomes
- Strategic and policy work to have greater impact on service outcomes
- Need to systemically review how the Council and individual departments consult and engage with local minority ethnic communities.

- A Deputy Chief Executive led on the CRE Standard for Local Government and chaired the corporate CRE Standard Steering Group. This active involvement has ensured a consistent and prioritised approach to the Standard, leading to the successful achievement of Level 2 of the Standard across the authority. This lead by the Deputy Chief Executive will be sustained during the Council’s work on the Generic Equality Standard for Local Government.

- As part of the Council’s recent ‘Leeds Leadership Programme’ which involved the top 150 managers, a specific project sponsored by the Chief Executive was undertaken to consider equality and diversity issues. Equality issues were also integrated into other projects ensuring all senior managers were exposed to the importance of considering diversity and equality matters in decision-making. One of the key messages arising from the whole leadership programme has been the importance of ‘closing the gap’ between disadvantaged communities and the rest of the city.

- From May 2002, the top 20 Council managers including the Chief Executive will be mentoring minority ethnic staff with a view to improving representation at senior management levels.

- A Directors Working Group on ‘Equal Opportunities and Good Employment Practice’, chaired by a Deputy Chief Executive, was set up in 2000. The group, comprising of senior managers from various departmental management teams has met on a regular basis to consider key equality issues impacting upon the Council. The Group has recently been reviewed and has been replaced by the ‘Organisational Development Senior Managers Team’, which will continue to consider key equality issues.

- On a quarterly basis as well as on other occasions, the Council’s Central Executive Team (Chief Executive and 2 Deputy Chief Executives) receives reports on equal opportunities to comment upon and consider in the context of the Council’s core values and key functions.

- A Chief Officer has been given the lead to co-ordinate the Council’s approach to address racial harassment in line with the Lawrence Inquiry recommendations.

- During 2000 and 2001, all departmental management teams were given comprehensive briefings on their responsibilities arising out of the Race Relations (Amendment) Act 2000.
7. Leeds City Council’s Approach to Race Equality – Community, Service User and Staff Engagement

The Council’s approach to race equality is based on the principle of engagement and consultation with local minority ethnic groups, service users and staff. We recognise that the equitable delivery of Council services to diverse minority ethnic communities in Leeds can only be achieved through active engagement. The examples below demonstrate how the Council has engaged with local minority ethnic communities, service users and staff:

**Race Equality Advisory Forum – Engaging with local communities**

In 1999, the Council’s race equality committee was replaced by an independent Race Equality Advisory Forum with a membership of over 100 local minority ethnic groups. This forum, which is resourced and administered by the Council, meets on a regular basis to consider the performance of Council departments with regards to race equality issues. The forum plays an invaluable advisory, consultative and scrutiny role.

Special focus group meetings of the forum are also organised to consider issues in further depth. In recent years, for example, forum focus groups have been used to ascertain the views of minority ethnic groups on education and cultural issues.

Members of the forum have been kept abreast of and contributed to the Council’s strategy to implement the Race Relations (Amendment) Act 2000. In April 2002, a meeting for members of the forum was organised to specifically look at the Race Equality Scheme, to inform the Council’s race equality action plan and its impact on local communities. The following points highlight the key salient issues raised by members of the forum:

- Better and sustained consultation with local black and minority ethnic communities. Particular focus to be placed on engaging with members of community group when considering adoption or changes in policies and services. Concerns highlighted that current consultation tends to be about commenting on decisions already made.
- The Council to become more of a representative employer especially at senior management level. Particular focus was placed on senior managers to take personal responsibility for addressing under-representation at senior levels of the Council.
- Elected councillors to champion equality and diversity issues at city and local levels.

**Connecting Communities**

In summer 2000, the Council in partnership with Leeds Racial Equality Council submitted a successful bid as part of the ‘Connecting Communities - Race Equality Support Grant’ initiative. From this, the Leeds Connecting Communities project has been set up. The project’s key aim is to bring together all minority ethnic groups in Leeds enabling them to jointly focus on their common
experiences and therefore bringing about a united approach to engaging with key decision makers such as Leeds City Council. Particular focus has been placed on building the capacity of local minority ethnic groups, especially those that are perceived to be ‘hard to reach’, to play more of an active role in the decision-making channels of key statutory and funding bodies. Further information about the work of Connecting Communities is available at www.leedsconnectingcommunities.com

**Leeds Community Engagement Framework**

In 2001, the Council developed the ‘Leeds Community Engagement Framework’ which provides guidance for Council departments on engaging with a number of diverse stakeholders including minority ethnic groups. Equality aspects of this framework have been further strengthened in 2002. A copy of the Leeds Community Engagement Framework document is available from the Corporate Support Unit (see Appendix 4 for contact details).

**CRE Standard Validation Group**

Leeds City Council has established an independent validation group comprising of key stakeholders including minority ethnic community groups and staff to assess the Council’s performance as part of its CRE Standard strategy. This ensures the Council’s progress on race equality has been externally scrutinised and incorporates the views of minority ethnic service users and staff. This validation process will continue as part of the Council’s Generic Equality Standard for Local Government Strategy.

**Black and minority ethnic workers groups**

In early 2000, the Council commissioned one of the largest black and minority ethnic staff surveys in Local Government (see section 11 for further details). This revealed that the majority of respondents wanted the establishment of staff support groups. Most departments of the Council now have black and minority ethnic (BME) workers groups that meet on a regular basis. Apart from the obvious benefits to staff, the Council plans to utilise the BME groups to ascertain how both employment practices and service delivery can be further improved. Plans are in place to have a corporate BME workers group to play an advisory and challenging role to the Council’s Equality Champions Group. The group will also feed into the Central Executive Team.

**Engagement by individual Council departments**

This scheme does not have the scope to comprehensively include how individual departments are engaging with local minority ethnic communities. For example the Council’s Training Department won the 2002 Local Government Chronicle (LGC) ‘Innovation of the Year’ award for its work to engage with ‘hard to reach’ groups including minority ethnic communities. Other examples have been identified within departmental audits. A list of relevant departmental contacts that will be able to provide examples of community engagement and consultation is included in Appendix 4.
8. Leeds City Council’s Approach to Race Equality - Partnerships

The Council recognises that it alone cannot deliver and promote race equality, but that the remit of statutory, private, community and voluntary agencies need to be utilised to bring about positive change. The following examples demonstrate how the Council is working in partnership with local agencies to promote race equality:

**Leeds Initiative – Local Strategic Partnership**

Leeds Initiative, which was set up in 1991, is a strategic city-wide body bringing together a number of key agencies working in partnership to promote the social and economic well being of the city. In response to the ‘Community Cohesion’ agenda (see section 21) and the Race Relations (Amendment) Act 2000, the partnership has set up a working group to improve the membership of black and minority ethnic groups and the profile of diversity issues. A Community Strategy for Leeds, reflecting the aspirations of all local communities and contributing to long term sustainable development, will incorporate the city’s approach to the Community Cohesion agenda. The Community Strategy will feed into the decision-making channels of local agencies to ensure positive outcomes. Further information about the Leeds Initiative is available on www.leedsinitiative.org.

**Black and Minority Ethnic Strategy Group**

This city-wide group which has representation from Council departments, local Housing Associations, the Health Authority, voluntary and community groups was set up in 2001 to consider the way in which local services are delivered to local black and minority ethnic communities. The group is in the process of strengthening links with the Leeds Initiative to ensure a wider range of agencies and sectors are involved in considering the diverse needs of black and minority ethnic communities. This group will have a crucial role in highlighting race equality and black and minority ethnic community issues in the city’s Neighbourhood Renewal and Community Cohesion strategies.

**CRE/Generic Equality Standard Validation Group**

As indicated in previous sections, the Council has endeavoured to ensure its approach to race equality through the CRE Standard process is outward focussed and based on the principles of engaging with key stakeholders and partners. Along with the participation of minority ethnic groups/service users and staff the Validation Group also had representation from:

- The Commission for Racial Equality (CRE)
- Leeds Racial Equality Council
- District Audit
- Leeds Connecting Communities
- Bradford City Council
- Calderdale Council
- Sheffield City Council
This partnership approach has enabled the Council to incorporate a range of external views, which have added value to the Council’s race equality strategy.

**Asylum Seekers Support**

The Leeds Asylum Support Team, based within the Council’s Housing and Environmental Health department works in partnership with a wide range of organisations to provide support for asylum seekers. The team organises *Asylum Seekers Support Multi-Agency Group* meetings on a quarterly basis. Over 100 organisations are invited to these meetings which attract a high attendance. Representatives include amongst others, the following:

- Yorkshire and Humberside Consortium for Asylum Seekers and Refugees
- Legal service providers specialising in asylum & immigration law
- National Asylum Support Service
- Education Leeds
- Local colleges
- Benefits Agency
- Libraries
- Housing providers
- Refugee Council
- Asylum seekers groups

The meetings serve as invaluable information exchanges on developments in best practice, changes in the national agenda and legislation.

In addition to organising the above meetings, the Asylum Support Team works in partnership with a range of agencies on various projects. Examples of partnership work include the development of a leaflet in partnership with West Yorkshire Police for asylum seekers, detailing the role of the police and a statement to act against hate crime. Another example is the development of the *Leeds Multi-Agency Drop-In Service*, which will begin in June. This service aims to provide a One Stop Shop service for asylum seekers and refugees in partnership with a range of service providers.

**Hate Crime Reporting Centres**

Building on two decades of a multi-agency approach to address racial harassment, Hate Crime Reporting Centres have now been established in Leeds in partnership with West Yorkshire Police and the Leeds Racial Harassment Project. Various other agencies are also involved as reporting centres, encouraging victims of racial harassment to make reports. Further information about the Hate Crime Reporting Centres is available at www.lrhp.org.uk.

**Leeds Racial Harassment Project**

In 1993, the Council set up the nationally recognised Leeds Racial Harassment Project. Since the project became independent in 2000, the Council has continued to work in partnership with the project to promote information and services for victims of racial harassment. Recent examples of joint work include the Hate Crime Reporting Centres work (discussed above), development of publicity to
promote awareness of racial harassment and the piloting of a new racial harassment training course for Leeds City Council staff.

**The Stephen Lawrence Education Award**

This is an initiative introduced by the Council in 1999, recognising and celebrating educational work in local schools promoting racial equality. The Council works with a range of organisations from various sectors to organise and administer this award. The range of organisations involved in this initiative include the following:

- Education Leeds
- Local schools
- Stephen Lawrence Trust
- Representatives from the Race Equality Advisory Forum
- Private sector companies

**Commission for Racial Equality (CRE)**

The Council has developed good partnership arrangements with the Commission for Racial Equality (CRE) working jointly to promote best practice across the country, but particularly in the northern region. The Council is a pilot authority assisting the CRE to share information and good practice on how to implement the Race Relations (Amendment) Act 2000. As part of this, the Council in partnership with the CRE hosted a northern authorities networking meeting in April 2002 for over 70 authorities, highlighting best practice models to implement the Race Relations (Amendment) Act 2000.

**Partnership arrangements by individual departments**

A number of departments have made partnership arrangements with local agencies to deliver race equality in the city. Further information is available from the departmental contacts listed in Appendix 4.
9. Acknowledging the Past

As indicated in the previous sections a considerable amount of activity has taken place in the last few years to ensure the Council has the adequate community engagement processes, partnership arrangements, and organisational and leadership capacity to consistently deliver race equality. However, this current position is built on the work undertaken during the last two decades to drive forward the race equality agenda. Since the early 1980’s, the Council has been working in the spirit of the 1976 Race Relations Act’s section 71 positive duty placed upon Local Government. The examples below demonstrate how Leeds City Council has been positively delivering race equality over the last 20 years:

- **Establishment of the Central Equal Opportunities Unit** – This corporate unit which still exists, was established in 1983 to ensure a co-ordinated and user based approach to race equality. The unit’s work was informed by community development staff working directly with various local minority ethnic groups throughout the city. However, this community focus is now embedded within the Community Planning and Regeneration process. In addition to the central unit, Race Equality Officers were located within key front-line service departments to ensure hands-on advice and support to service departments.

- **Race Equality Committee** – This was set up in 1983 to ensure the work of the new unit and Equal Opportunities issues influenced the work of all departments and Council committees. This committee was supported by a number of local forums where specific issues could be discussed.

- **PATH** – In 1985 the Council in partnership with Leeds Racial Equality Council established the largest positive action training organisation (PATH) outside of London, targeting local minority ethnic communities. Its success has led to many disadvantaged black and minority ethnic groups obtaining long term employment in career-graded posts.

- **Employment targeting and monitoring** – In 1986 the Employment Action Planning (EAP) process was introduced to ensure targets were set by departments and their progress monitored to ensure the Council became more representative of its local communities. This resulted in the percentage of Black and Minority Ethnic staff rising from 0.4% to a figure of 7.4% by 2002.

- **Racial harassment** – Leeds was one of the first areas in the country, to begin using a multi-agency approach to address racial harassment in the mid-1980s. This innovative multi-agency approach led to the setting up of the nationally recognised ‘Leeds Racial Harassment Project’ (LRHP) in 1993, which now plays a lead role in addressing racial harassment in Leeds. Further details about LRHP are available at www.lrhp.org.uk

- **Interpreting and translation** – The Council was instrumental in setting up both the ‘Leeds Interpreting and Translation’ and ‘Advocacy and Interpreting’ Services. Both these services have enabled the Council and other agencies to provide accessible information and services to local communities, where English is not their preferred language.
• **Capacity building** – Throughout the past two decades the Council has invested a great deal in building the capacity of the local community to enable them to contribute to the development of services and inform decision making. In 1993 the Council appointed community trainers to deliver capacity building programmes for local minority ethnic groups.

• **Investment** – During the last two decades, the Council through the Equal Opportunities Unit has attracted millions of pounds through ‘Section 11’ and ‘SRB’ funding to enable black and minority ethnic communities to exercise their full social, economic and cultural rights.

• **Staff Development** - The Council has for many years recognised that it needs to harness the full potential of black and minority ethnic staff. During the mid-1990s resources and time were invested in management diploma courses and seminars for the Council's black and minority ethnic staff. These have contributed to the Council becoming a more representative employer.

• **Partnerships** – The Council has continually worked with many public, voluntary and private sector organisations to ensure that they provide equality based services. For example, the Council established a Health Unit to work with the local health services to ensure a strategic approach to health service provision for BME groups.

• **Procurement** – The Council has established a procurement strategy which ensures that race equality is central to the purchase of all its services and supplies. The principle of race equality relating to employment has been incorporated into the Council's procurement strategy since 1988. From 1992, service delivery case studies related to race equality were added for major tender exercises. In 1996 the Council produced the ‘Passport to Equal Opportunities’ guide giving advice on equality issues, policies and outlining the requirements of potential contractors wishing to provide goods and services to the Council.

• **Celebrating Diversity** – The Council has a long history of sponsoring events, activities and initiatives that celebrate the city's diversity and multicultural nature. For example, the Council has sponsored the West Indian Carnival since 1964. Other examples include the Asian Mela, and black performing arts.

• **Education** – The Education of BME individuals has been and continues to be a priority for the Council. Since the early 1980’s Education has had dedicated resources to ensure that race equality is reflected in the curriculum, training for citizenship and social activities of school life. In addition, investment has been provided to increase the proportion, status and grade of teachers and school support staff, through the award winning Campaign 300 initiative.
PART 2

ARRANGEMENTS TO MEET SPECIFIC DUTIES
10. Impact Audit Process and Identifying Functions

In July 2001, the Council introduced and implemented a process to systematically review the way it addresses race equality across all of its functions. This process is referred to as the ‘impact audit’ or ‘audit’.

Rationale for the audit

One of the new specific duties arising from the Race Relations (Amendment) Act 2000 requires the Council to assess which functions and policies are relevant to the general duty to promote race equality. This is one of the main reasons for designing and implementing the auditing process which is described in this section of the scheme. It is particularly important given that some local authority functions are now covered by race legislation for the first time.

A full list of functions identified through the audit can be found in Appendix 5. A list of local authority policies identified as relevant to the general duty can be found in Appendix 6.

Carrying out the impact audit was also felt to be necessary for the Council to establish the extent to which it is currently complying with the general duty to promote racial equality and the areas covered by the specific duties. Only when current strengths and areas for improvement have been identified can targets and objectives be meaningfully considered.

The information collated through the audits have helped to:

- provide a comprehensive picture of the current position of departments, in terms of complying with good race equality practice
- provide a baseline for action planning to address areas for improvement.

Overview of the design and implementation of the auditing process

- Development of an approach. In May 2001, the Council developed a draft approach for the impact audit process. It comprised a set of auditing forms and an accompanying Guidance Manual. (A copy of the manual is available from www.leeds.gov.uk/equalopps or by contacting the Equal Opportunities Unit. See Appendix 8 for contact details).

- Pilot project. Between May and July 2001, the draft approach was piloted within the Council’s Central Services department. The findings of this pilot were subsequently used to inform the council-wide approach for the audits.

- The Auditing Process. The final process required each department to:
  - Identify functions and policies relevant to the general duty to promote race equality
- Review performance on race issues against the areas covered by the new section 71 specific duties e.g. consultation, ethnic monitoring, access to information and services (see Appendix 3 for a full list of specific duties)

- Identify areas for improvement

- Prioritise and action plan further race equality work to address areas for improvement

- **Audit launch.** The auditing process was launched in July 2001, with a briefing session for the Council’s CRE Standard Steering Group. The members of this group were given the responsibility to co-ordinate audits within their own departments.

- **Training.** Between July and December 2001, the Council’s Equal Opportunities Unit delivered a series of briefing seminars for service managers to equip them to carry out audits within their services.

The findings of the departmental audits have been used to inform the content of this Race Equality Scheme.
11. Employment

Audit of the employment function

Between August 2001 and February 2002 the Council’s Central Personnel and Training Department conducted an audit of the extent to which race equality issues are addressed within the Council’s employment function. Areas for improvement were identified and have now been action planned.

Ethnic monitoring

Under new specific duties arising from the Race Relations (Amendment) Act 2000, the Council must set out its arrangements for:

- Ethnically monitoring staff (by grade) and applicants for jobs, promotion and training
- Ethnically monitoring and analysing grievances, disciplinary action, performance appraisal (when this results in benefits or sanctions), training, dismissals and other reasons for leaving
- Publishing annually the results of ethnic monitoring

What the Council currently monitors

The Council has a long history of collating employment-related ethnic monitoring data relating to recruitment. Currently, the following data is collected:

- Ethnic origin data relating to applicants
- Ethnic origin of shortlisted candidates
- Ethnic breakdown of workforce by grade

We also currently gather ethnic monitoring data relating to:

- Grievances
- Disciplinaries
- Racial harassment in the workplace
- Training

What the Council will monitor in the future

In addition to continuing the above monitoring, during 2002/3 the Council will begin to collate ethnic monitoring data relating to the operation of the following procedures:

- Special Leave
- Acting Up
- Secondments
- Appraisal outcomes (where they result in benefits e.g. bonus, or sanctions)
- Ill health capability
• Performance capability
• Any other procedure which may lead to dismissal

During the same period, the Council will also consider what further monitoring is appropriate, if any.

**Analysis, reporting and use of monitoring data**

Departments will be required to analyse and report the data collated to their management teams, initially on a 6 monthly basis. This data will also be reported to the Departmental Personnel Officers Group and the Central Executive Team (CET) on a 6 monthly basis. The data gathered will be used to inform future policy, target setting and any other appropriate action planning.

**Arrangements for publishing the results of employment related ethnic monitoring**

Under the new duties arising from the Race Relations (Amendment) Act 2000, the Council must publish the results of employment related ethnic monitoring. The Council will comply with this duty by publishing results of such monitoring in its annual race equality report, the first of which will be produced in May 2003.

**Overview of other work on race issues, current past and planned**

Over the years the Council has carried out substantial positive work on race issues in the context of employment, including the following examples:

• **Employment Target Setting** – The Council has been setting race employment targets since 1986, with a view to achieving a workforce which reflects the local population. The 1991 Census figures indicated that at the time 5.6% of the population of Leeds were from black and minority ethnic communities. Undoubtedly, this figure has increased since 1991 and it is likely that the 2001 Census figures will confirm this when the new census data is published. In 2001/2002 the Council set a corporate target of achieving a 7% representation of black and minority ethnic staff. The actual figure achieved for this period is 7.4%, indicating the Council has achieved this target.

  We recognise that it is important to reflect the ethnic profile of the population of Leeds at all grades and in all departments. Therefore since the mid-90s the focus has been on setting targets for all departments/services and at all grade bands in addition to the overall corporate targets.

• **Targeted advertising of jobs** – The Council has a long history of using black and minority ethnic (BME) press to advertise posts and also circulating its vacancy bulletin to a range of local BME organisations and groups.

• **Setting up of the Positive Action Training in Housing Scheme (PATH)** – In 1985 the Council in partnership with Leeds Racial Equality Council established the largest positive action training organisation (PATH) outside of London, targeting local black and minority ethnic (BME) communities. Its success has led to many disadvantaged BME groups obtaining long term...
employment in career graded posts. For information about this scheme please see the appropriate contact details in Appendix 6.

- **Supporting the development of Black Workers Groups.** Black and minority ethnic (BME) workers groups have existed in some parts of the Council for many years. In 2001 all departments surveyed the need and interest for BME workers groups. Following this exercise more departmental BME workers groups have been set up with the result that almost all departments now have such groups with consistent terms of reference.

- **BME Staff Survey and Action Plan.** In 2000 the Council commissioned the Leeds Metropolitan University (LMU) to carry out a survey into the work experiences and perceptions of Black and Minority Ethnic staff (BME) of the Council. Based on the findings of the survey, the Council developed an action plan in consultation with BME employees. Some parts of this plan have already been implemented, including for example the holding of a series of seminars for BME staff on ‘Challenging Racism’. A full copy of the survey findings and a copy of the BME Survey Action Plan, can be found at [www.leeds.gov.uk/equalopps](http://www.leeds.gov.uk/equalopps)

The Council will continue to address race equality in employment in the future. Examples of planned work include the following:

- **Continue to implement the BME Survey Action Plan.** Examples of targets for 2002/2003 include organising a Corporate Black Workers Seminar, facilitating the setting up of a Corporate Black Workers Group and the implementation of a senior management mentoring scheme for BME staff.

- **Religious/cultural needs.** Carrying out a religious/cultural needs at work survey to inform a future policy on how to deal with such needs.

- **Computerised personnel information system.** The introduction of a new personnel information system that will have the capacity to produce more sophisticated race related reports.

- **Target setting.** In March 2003, the Council plans to consider the findings of the 2001 Census and consider the implications of this for employment target setting.

For more comprehensive details on planned work see the Corporate Race Equality Action Plan at Appendix 1.

Under new duties arising out of section 71 of the Race Relations (Amendment) Act 2000, the Council is under a duty to set out its arrangements to assess and consult on the likely impact of proposed policies, upon the promotion of race equality. Our arrangements for each of the two areas of assessment and consultation are dealt with in turn below.

A) Assessment of impact

How we will assess impact

In the past the Council has used a wide range of methods to assess the impact of its proposed policies and we will continue to do so in the future. Such methods will include:

- Looking at population data, including Census 2001 findings
- Considering any relevant past data e.g. service use ethnic monitoring data, customer complaints etc.
- Considering relevant research findings e.g. past survey results, national research
- Comparisons with similar policies in other authorities
- One-off data gathering exercises e.g. consultation exercise
- Specially commissioned research

Checking mechanisms for ensuring race equality implications have been considered

The Council has developed a number of mechanisms for ensuring that race equality implications of any proposed policy have been considered.

- **Reports.** All reports about proposed policies/policy decisions will include an equality paragraph outlining what, if any, are the race equality implications of the proposed policy/decision and how these have been assessed. (For further details please see the Report Format Procedure, available from the Central Services department (see contact details in Appendix 4).

- **Scrutiny Protocol.** The Council has developed a scrutiny protocol to govern how race equality issues will be addressed within the scrutiny process. All reports that are presented to Scrutiny Boards, where appropriate, will contain a paragraph about the impact on the promotion of race equality. For full details of the Scrutiny Protocol, please contact the Council’s Corporate Support Unit (see Appendix 4 for details).

- **Champions and Departmental Management Teams.** The Council has an Equality Champions Group comprising of representatives from each of the departmental management teams. It will be the responsibility of the champion in each department to ensure that race issues are considered in relation to any proposed policy and to also encourage other management team members to
do so. They must also ensure that such consideration is recorded in minutes of meetings. To view the full terms of reference for Equality Champions please visit www.leeds.gov.uk/equalopps

**B) Consultation**

The Council has in place a wide range of arrangements to engage and consult with black and ethnic minority groups. These are described below:

- **General and targeted**: Some, are general arrangements in which black and minority ethnic (BME) communities participate, for example the Citizen’s Panel. Others are specifically targeted at BME communities, for example the Race Equality Advisory Forum and Education Leeds’ Ethnic Minority Achievement Group.

- **Corporate and departmental/service specific**: Some arrangements are of a corporate nature such as the Race Equality Advisory Forum (REAF), Community Involvement Teams and the Citizens Panel. Others are departmental or service specific, designed to meet the particular needs of a department or service. Examples of these include consultation by Leeds Development Agency with the Asian Market Traders Association and consultation by Education Leeds with the Ethnic Minority Achievement Group.

- **Regular and ad-hoc**: Some consultation takes place on a regular basis, where the consultation occurs on a frequent and scheduled basis. An example of this is the consultation that takes place with the Social Services Community Forum for Race Equality. Other consultation is more ad-hoc and takes place on a needs basis. A recent example is consultation by the Social Services department with the Leeds Black Elders Association about the meal provision needs of the African-Carribbean communities.

Examples of the **structures, processes, methods and tools** that the Council currently employs to consult with black and minority ethnic communities, include the following non-exhaustive list:

- Focus groups
- Reference groups
- Citizens Panel
- BME workers groups
- Consultation meetings
- Surveys/Questionnaires
- Needs audits
- Best Value Reviews (see below for more details)
- The use of outreach/link workers
- Public scrutiny

**Best Value Reviews**. All Best Value Reviews must involve consultation with service users. Best value reviews are about reviewing the way services are delivered and developing plans to improve service delivery. Reviews are therefore very likely to involve consulting communities about proposed ‘policies’ and
changes to services. Currently, the Council is carrying out a cross cutting review of ‘Access to Services’. As part of this review the Council has engaged with Black and Minority Ethnic communities by consulting with members of the Race Equality Advisory Forum.

**Future Arrangements for Consultation** (including consultation on the impact of proposed policies)

During 2002/2003, the Council will carry out a review of how it engages with Black and Minority Ethnic Groups. The findings will inform the detail of our future arrangements for consulting with these groups. Regardless of the outcome, the Council will continue to use the various **structures, methods and processes** outlined in the previous page.

The exact nature of arrangements in each instance will depend on the individual circumstances associated with the policy being proposed.

The many existing departmental arrangements for consulting Black and Minority Ethnic communities will continue to be sustained. Through the auditing process described in section 10, all departments have reviewed how they consult with BME groups and have action planned improvements as appropriate.
13. Arrangements for Monitoring for Adverse Impact of Policies on the Promotion of Race Equality

The Council has traditionally used a range of methods to monitor the impact of its policies upon the promotion of racial equality. However, admittedly this has not always been comprehensive or consistent as it could be across the full range of services where monitoring is relevant. The methods used have included and will continue to include:

- Collation and statistical analysis of monitoring data
- Satisfaction surveys (analysed by ethnic origin of people surveyed)
- Random or targeted surveys
- Consultation methods – e.g. Meetings, focus groups, and Citizens Panels.
- Public scrutiny -e.g. through the Race Equality Advisory Forum

**Race Equality Impact Audits**

Through the auditing process described in section 10, each department has audited what they ethnically monitor, considered what other monitoring data it would be appropriate to collate and action planned to address any gaps. (To request more detail on what departments monitor and what they plan to monitor please see the appropriate contact details in Appendix 4).

**Role of Departmental Management Teams (DMTs)**

All departmental management teams are required to request and analyse ethnic data for employment and service delivery (where relevant), and to use this data to inform future policy as appropriate. This role is complemented by the Equality Champions initiative. Each departmental management team has a senior manager who is an Equality Champion. It is the role of this person to encourage and ensure that the management team and all its members actively consider equality issues.

**Race Equality Advisory Forum**

One of the key roles of the Council’s community based Race Equality Advisory Forum (REAF) is to scrutinise how the Council and its departments address and promote racial equality. In the context of this role, REAF assists in identifying and monitoring the impact of the Council’s policies on the promotion of racial equality. Every Council department is required to present a report to REAF at least once a year, outlining the progress made on race equality issues. Departments are required where appropriate, to include relevant employment and service related ethnic monitoring data within their reports, as well as details of work undertaken to address race issues.

**The Complaints and Compliments Procedure**

The Council currently monitors and will continue to monitor the impact of its policies and services on the public, through its Compliments and Complaints Policy. This policy has recently been revised to ensure compliance with the Race
Relations (Amendment) Act 2000. (A copy of the policy can be obtained from the Council’s Corporate Support Unit. Please see Appendix 4 for contact details).

Under the revised procedure:

- All complaints and compliments will be ethnically monitored in accordance with the Census 2001 categories
- All departments will be required to present a report to their Departmental Management Team (DMT) on a six monthly basis, outlining the ethnic origin of complainants and highlighting all complaints which relate to issues of race and discrimination.
- DMTs will be under a duty to consider the content of this report and use it to inform future policy, as appropriate.

Data about the ethnic origin of complainants and the number of complaints that relate to race will be published in the Council’s Annual Race Equality Report.

Consultation

The Council also uses consultation as a method of monitoring for any adverse impact of its policies. It has in place a wide range of consultation arrangements and employs an array of methods and processes to engage with stakeholders, both at a corporate and departmental level. More detail on the Council's consultation arrangements can be found in section 12 of the scheme.

Equality Action Plans

All Council departments are required to produce an Annual Equality Action Plan, which includes targets for service delivery and employment. Measuring progress against these plans can assists departments in identifying adverse impact of policies on the promotion of racial equality.

Equality Standard for Local Government

All Council departments are working towards the Equality Standard for Local Government with effect from April 2002. Elements of the standard focus on the collation of ethnic and other equality related data. Working towards the standard will help ensure that departments consistently monitor the impact of their policies and procedures upon the promotion of racial equality.

Corporate guidance on monitoring

The Council’s Equal Opportunities Unit has produced corporate guidance on how to carry out equal opportunities monitoring. To view the full details of this document please visit www.leeds.gov.uk/equalopps.
14. Arrangements for Publishing the Results of Assessments, Consultations and Monitoring for Adverse Impact

Under the Race Relations (Amendment) Act 2000, the Council is under a duty to publish the results of assessments, consultations and monitoring for adverse impact. To comply with this duty the Council will publish results of such assessments, consultations and monitoring in its annual race equality report. The first annual report will be produced in May 2003 and will be used to direct the Council's future policies.

The arrangements for publishing results of assessment, consultation and monitoring for adverse impact will be an ongoing process, ensuring that it is not limited to a printing and publicity exercise. The following outlines how the Council intends to meet this particular arrangement:

- Regular meetings by the central Race Equality Team have been scheduled with all departments to monitor progress of their departmental race equality action plans. Information and outcomes arising out of departmental action plans will be used to inform the Council's Annual Report.

- Departmental reports to the Council's community based Race Equality Advisory Forum will be used to ascertain the impact of services and policies. An annual work programme developed in partnership with black and minority ethnic groups has been produced highlighting which services and departments will be subject to consultation and scrutiny in this context.

- Meetings will be organised to consult with key stakeholders before the annual report is produced and published. The following key stakeholders will be consulted on the Council's performance and on any adverse impact which has been identified:
  - Members of Race Equality Advisory Forum
  - Black and minority ethnic staff
  - Senior managers and Councillors

- The Council's Best Value Performance and Corporate Plan will also be used to assess the performance of any race equality related performance indicators. Key elements of the annual race equality report will be integrated into the Council's annual Best Value Performance Plan.
15. Arrangements for Ensuring Access to Information and Services

Leeds City Council has a long history of putting in place arrangements to help improve access to services for all the communities of Leeds. Such arrangements have included and will continue to include:

- Outreach work
- Provision of interpretation and translated materials,
- Targeted publicity,
- Targeted projects,
- Setting up and consulting with BME forums
- Use of link/community development workers

The above list is not exhaustive.

Departmental examples

Recently, through the auditing process outlined in section 10, each Council service has reviewed the arrangements it has in place for ensuring and improving access to information and services for black and minority ethnic (BME) communities and has action planned improvements as appropriate.

The following are a selection of examples of current arrangements and initiatives (taken from audit returns), which are designed to help improve access to information and services for BME communities:

- **Registrars Service.** Introduction of arrangements enabling death certificates to be obtained on Sundays and Bank Holidays, enabling Jewish and Muslim communities to observe religious timescales associated with burials.

- **Sports Service.** Women only swimming classes

- **Leeds Development Agency (Markets Division).** Setting up a prayer/contemplation room for market traders

- **School meals.** Provision of halal, kosher, vegetarian and other special diet meals. Information regarding special diets and free school meals has been translated into different languages with a view to increasing uptake of free school meals and building trust and confidence about special diet meals.

- **Finance Department.** Has in-house accredited interpreters.

- **Libraries Service.** Books and other resources such as CDs are available in different languages. Multi-lingual word processing services and software have been introduced. Welcome signs and other signage is displayed in a number of languages. Displays have been developed to celebrate cultural diversity.
• **Consultation.** Examples of the use of consultation as a means of improving access to information and services include:

I. **Leeds Development Agency.** Recently completed a survey of 50 black and minority ethnic businesses to consider how their needs differ from mainstream businesses.

II. **Social Services.** The development of a targeted questionnaire for black and minority ethnic communities to gauge awareness of services, awareness of complaints mechanisms and identify shortfalls in service provision as part of the Best Value Review.

III. **Environmental Health Services.** Consultation to establish the needs of ethnic minorities in respect of licensing butchers shops.

Set out below are a number of examples of targets which have been action planned by services after completion of audits, to help improve access to information and services for BME communities:

• **Civic Buildings.** Provide a room or area to cater for religious needs in all buildings where there is an identified need.

• **Civic Buildings.** Carry out research to determine if the switchboard service meets the needs of black and minority ethnic groups.

• **Highways & Transportation department.** Targeted work with black and minority ethnic (BME) communities to promote awareness of in-car road safety (to address the high rate of casualties for BME groups).

For further examples of what departments are planning to do, to help improve access to information and services please see the appropriate contact details in Appendix 4.

**Central Interpreting and Translation Unit**

Recently, the Council set up the Central Interpreting and Translation Unit. This unit will be responsible for providing a comprehensive interpreting and translation service for the Council, including managing quality assurance issues by putting in place:

• Stringent recruitment procedures for interpreters and translators (including assessments)
• Code of Ethics/Good Practice Guide
• Induction training
• Regional training courses (in conjunction with other regional public service interpreting agencies)
• Procedures for continuous monitoring and feedback on performance
• Proof reading systems
The Unit is in the process of producing corporate guidance about interpreting and translation, which will be made available to all departments. This will cover:

- The importance of interpreting and translation in service delivery
- Working across cultures and language
- How to effectively work with interpreters and translators
- Language identification (including point cards etc.)
- Booking procedures
- Problems associated with not using professional interpreters/translators

For more information about the unit and its role please contact the unit (details can be found at Appendix 8).

**Access to Services - Best Value Review**

The Council is currently carrying out a cross-cutting ‘Access to Services’ Best Value Review. The review project team has been briefed about links with the Race Relations (Amendment) Act 2000 and the issue of equal access has been built into the review. Consultation with the Race Equality Advisory Forum has taken place as part of the arrangements for engaging and consulting with the Black and Minority Ethnic communities. The findings of the review will be used to develop a plan for improving access to information and services for all the communities of Leeds. For more information about the review, please contact the Council’s Corporate Support Unit (see contact details in Appendix 4).

**Jargon Buster**

The Council has recently produced a ‘jargon buster’ booklet to help clarify some of the language commonly used by Council services and departments. This is available from www.leeds.gov.uk/equalopps or the Equal Opportunities Unit. (Please see Appendix 8 for contact details).

**Race Equality Advisory Forum (REAF) - summary report process**

All reports that are presented to this forum have a summary sheet at the front to highlight key issues. By highlighting and summarising the report, the summary sheet facilitates easier access to information for members of the forum.
16. Arrangements for Training Staff on Issues Relevant to the General Duty to Promote Racial Equality

Under the Race Relations (Amendment) Act, the Council is under a duty to set out its arrangements for training staff on issues relevant to the general duty to promote race equality.

The following is an outline of the Council’s arrangements for training and briefing staff on issues relevant to the Race Relations (Amendment) Act 2000, including the general and specific duties to promote race equality:

**Departmental Management Team Briefings**

Between May and July 2001, staff from the Equal Opportunities Unit visited all departmental management teams to deliver briefings about the Race Relations (Amendment) Act 2000 and its implications for the Council.

**Impact Audit Seminars**

In July 2001, the Council’s Equal Opportunities Unit held a seminar to launch the Council’s race equality impact auditing process (described earlier in section 10). The seminar was held for members of the Council’s CRE Standard Steering Group who have been responsible for co-ordinating audits within their own departments. Between July and December 2001, the Equal Opportunities Unit held a further series of seminars for service managers.

The seminars provided information about:

- the Race Relations (Amendment) Act 2000 and its implications for the authority
- the Council’s strategy for implementing the Act and, in particular
- the Council’s auditing and action planning process.

Case study exercises were also included to familiarise managers with the Council’s auditing and action planning process.

Each seminar was evaluated. Feedback was used to continually update and improve the briefings. On the whole feedback from each seminar was very positive indicating that the needs of participants had been met.

**Departmental cascading**

Departments have briefed staff in relation to the Race Relations (Amendment) Act 2000 through team meetings, newsletters, leaflets etc. An example of a leaflet prepared by Education Leeds for staff can be found at [www.educationleeds.co.uk](http://www.educationleeds.co.uk)
**Briefings for staff involved in procurement (i.e. putting out tenders for services)**

The new duty to promote racial equality applies to all of the Council's functions including the Council's procurement function (see section 17 for a more detailed explanation). During 2002/2003 a detailed briefing will be delivered to staff involved in procurement work about the implications of the Race Relations (Amendment) Act 2000 for this area of work, including revised procurement procedures.

**Corporate Equal Opportunities training courses**

The Council has a number of Equal Opportunities courses that enable staff to further embed equality issues. These include:

- Equal Opportunities Awareness
- Equality for Managers
- Cultural and Religious Awareness
- Recruitment and Selection

During 2002/03 the above courses will be reviewed to include content about the Race Relations (Amendment) Act 2000, where this has not already taken place.

**Racial Harassment Training**

In January 2002 the Council introduced a new proactive Racial Harassment Strategy. As part of the implementation of this strategy, the Council has developed a racial harassment training course in partnership with the Leeds Racial Harassment Project. This will be targeted at members of staff who are or maybe involved in dealing with reported incidents of racial harassment. The training will be piloted before the end of June 2002 and then will subsequently form part of the Council’s corporate training programme. The training will assist the Council to meet some of the recommendations of the Stephen Lawrence Inquiry Report. (To view a full copy of the Racial Harassment Strategy, please visit [www.leeds.gov.uk/equalopps](http://www.leeds.gov.uk/equalopps)).

**Induction Training**

All inductions involve some briefing about equality, including race equality. In 2002/3, all departments who have not already reviewed and updated their induction programmes to take account of the Race Relations (Amendment) Act 2000 will do so.

**Equal Opportunities Guidance for Associate Trainers.**

The Council has prepared and issued a guidance manual to all associate trainers on how to address equality issues when delivering any training course. The principles of this guidance are also followed by Council staff who deliver training.
The guide covers:

- Why equal opportunities is important
- Overview of the Equal Opportunities legal framework
- Summary of the Stephen Lawrence Inquiry
- Summary of the CRE Standard
- The Council’s Equal Opportunities Policy and statement
- What trainers can do to embed equal opportunities into the design and delivery of training
- How to challenge unacceptable behaviour
- Training design checklist
- Faith in the workplace

For more details about this, please contact the Central Personnel and Training Unit (please see Appendix 4 for contact details).
17. Procurement

The Race Relations (Amendment) Act 2000 covers all of the Council’s functions including the procurement function. This means that in awarding contracts the Council cannot discriminate on the grounds of race. Also, in order to comply with the new positive duties arising under the 2000 Act, the Council must and will ensure that it builds appropriate equality terms and conditions into the contracts. Building race equality into contract specifications effectively is becoming increasingly important as a greater number of local authority functions become contracted out.

Since the introduction of the 1988 Local Government Act, all Council's have been under a duty to ask 6 employment related questions about race equality, of anybody seeking to tender for a Council contract. These questions and other guidance on equality issues have been included in the Council's ‘Passport to Equal Opportunities’ guidance booklet and terms of conditions (available from Legal Services, see Appendix 4). In response to the Race Relations (Amendment) Act 2000, the Council intends to do the following to ensure legal conformity in its procurement strategy:

- Update, the 'Passport to Equal Opportunities' to incorporate information about the Race Relations (Amendment) Act 2000 and the responsibilities of both the client (Council) and contractor.

- Revise the standard terms and conditions to include information about the Race Relations (Amendment) Act 2000, highlighting responsibilities for potential contractors and sub-contractors.

- Highlight information about the Race Relations (Amendment) Act 2000 and the Council's new legal duties to all contractors on the Council's approved list.

- Brief staff involved in procurement work about the Race Relations (Amendment) Act 2000 and its impact on their area of work.

Clarifying the responsibilities

Any Council function which impacts upon the public will need to conform to the new duties to promote race equality, regardless of who delivers it. It will always be the responsibility of the Council as client to assess and identify how race is relevant to the delivery of a function. However, depending on the nature of the service to be tendered, both the client (Council) and the contractor will decide and confirm how responsibilities for addressing race equality will be shared and met. For example, if the Council contracted out a service which requires direct contact with the public and which therefore needs to meet language needs, these needs could be addressed by requiring the contractor to provide a translation and interpretation service as part of their contract. Alternatively, the council could retain responsibility to meet the needs through its own arrangements. What is important is that the issue of language needs has been considered and that either the contractor or the council has arrangements in place to meet such needs.
Broadly speaking, the Council's strategy with regards to procurement links to the specific duties will entail the following:

- The arrangements for assessing and consulting upon proposed policies and services are likely to be the responsibility of the Council as the client.

- Monitoring the adverse impact of policies and services will be the responsibility of the Council as the client. However, the contractor will be expected to have systems in place to gather data and information for the client to monitor and assess. The Council as the client will specify in the contract what monitoring data needs to be gathered.

- Publishing the results of assessment, consultation and monitoring will be the responsibility of the Council as the client. Again, the contractor if it is part of the contract, may need to provide appropriate information to inform the Council's Annual Report.

- Arrangements for making services, goods and information accessible will depend on the nature of the contract and the service tendered. A service where the public needs to make direct contact with the contractor is likely to require the contractor to have arrangements in place to ensure services and information are fully accessible to all groups. However, where a service requires no direct contact for the public to access it, such as road maintenance, it is likely that the client (council) will be responsible for addressing access issues.

- Both the contractor and client will need to ensure that their staff are equipped not to discriminate and to be aware of the new legal duties arising out of the Race Relations (Amendment) Act 2000.
18. Complaints

The Council has recently reviewed and updated its Corporate Complaints and Compliments Procedure to help ensure better compliance with the Race Relations (Amendment) Act 2000. This procedure will be one method by which the Council will monitor the impact of its policies on the promotion of racial equality.

Complaining in preferred language

Under the revised Complaints and Compliments procedure, information about complaints procedures will be available in community languages to enable people to complain in their preferred language.

Ethnic Monitoring

Under the revised Complaints and Compliments Procedure all complaints will be ethnically monitored using the new 2001 Census ethnic categories (Previously, the 1991 Census categories were used). Additionally the category ‘Kashmiri’ has been included due to the significant size of this community within Leeds.

Reporting requirements

All departments will be required to analyse complaints, identify patterns and trends and report to their departmental management teams on a 6 monthly basis, the following:

- Number of complaints about racial discrimination/harassment

- Ethnic breakdown of all complainants (where ethnic data is supplied)

Departmental Management Teams will then use such information to inform changes to policies and service delivery, as appropriate.

Information and data about customer complaints will also be reported at a corporate level to the Central Executive Team, also on six monthly basis.

Links to racial harassment strategy and procedures

Under the Council’s Racial Harassment Strategy and procedures, all departments are required to complete a standard monitoring form (RH1 form) collating key information about complaints and reports of racial harassment, irrespective of the context of the harassment. If a customer experienced racial harassment in the context of service delivery the appropriate procedure for dealing with this complaint is the Customer Compliments and Complaints Procedure. This procedure now has a trigger built into it to ensure that if a customer complaint relates to racial harassment a RH1 form is completed. (To view a full copy of the Racial Harassment Strategy and the accompanying RH1 form, please visit www.leeds.gov.uk/equalopps).
Publishing results

In line with its duty to publish the results of monitoring carried out to assess adverse impact upon the promotion of racial equality, the Council will publish ethnic data relating to complaints in its annual race equality report.

Complaints concerned with the implementation of the Race Relations (Amendment) 2000

If members of the public have any complaints about the way in which the Council has or is implementing its duties arising out of the Race Relations (Amendment) Act they can complain to the Council. Complaint forms are available at front line offices such as One Stop Shop, Housing Offices, Libraries, and Sports Centres. Although it is helpful to use these forms, it is not essential. Customers can if they wish write or phone. All complaints with be investigated and addressed through the Council’s Customer Complaints procedure.

To view a copy of the Council’s updated Compliments and Complaints Procedure and accompanying leaflet please contact the Council’s Corporate Support Unit (see Appendix 4 for details).
PART 3

EDUCATION LEEDS
19. Education

Introduction

Education Leeds will follow the Council’s approach to Race Equality, as outlined in Parts 1 and 2 of Leeds City Council’s Scheme, to meet the General and Specific duties of the Race Relations (Amendment) Act 2000.

Education Leeds’ Race Equality Policy was formulated to address the new general and specific duties of the Race Relations (Amendment) Act 2000. The process of revising the Race Equality Policy involved a review of existing systems of monitoring and identifying areas that will be monitored in the future.

All Education Statutory Plans (listed in Appendix 6) and their delivery plans will address the general and specific duties of the Race Relations (Amendment) Act 2000. Detailed below are the specific actions Education Leeds is taking to address Race Equality in the context of education.

| Education Leeds has reviewed its Race Equality Policy to meet the requirements of the Race Relations (Amendment) Act. The revised policy was endorsed by the Education Leeds Board on 6th February 2002. |
| Education Leeds recognises that racism is a fundamental barrier to human rights, democracy, equal opportunity access to learning and achievement. The Education Development Plan (EDP 2) and all Education Leeds’ strategic plans will promote race equality and challenge all forms of racism. |
| Education Leeds will celebrate and promote the rich cultural, linguistic, ethnic and religious diversity of Leeds. |

Leadership

The Chief Executive and the Deputy Chief Executive of Education Leeds are committed to the Commission for Race Equality’s (CRE) Leadership Challenge and have engaged in the development of a personal plan for the active promotion of race equality.

Education Leeds will play a key role in the design and implementation of Leeds City Council’s corporate plans for regeneration and neighbourhood renewal. This vision is outlined in the Education Leeds Strategic Plan.

Building the organisational capacity for leadership on race equality has led to the establishment of the Race Equality Strategy Group. Senior officers from each strategy area of Education Leeds are represented on the group, which is chaired by the Deputy Chief Executive in her capacity as the Equality Champion and coordinated by the Strategic Manager for Equalities. The terms of reference give clarity to the key purpose of the group and identify the key objectives. The group drives race equality initiatives across Education Leeds. It receives analysis of ethnic monitoring returns from Strategic Managers, which inform future policy
development and service delivery. The group will evaluate race equality and ethnic minority achievement progress in relation to performance indicators identified in the Race Equality Action Plan, the Education Development Plan 2 (EDP2) and Business Plans.

Reports on the progress of Race Equality will be written by members of the Race Equality Strategy group for the Education Leeds Board.

Leeds City Council’s Chief Education Officer has a contract monitoring role and has a schedule of regular meetings with the Chief Executive of Education Leeds. Progress on the Race Equality Scheme will be incorporated in this reporting and monitoring framework.

Education Leeds provides monitoring data to Leeds City Council for the Corporate Plan, Community Plan, Best Value returns and a range of initiatives that support regeneration, neighbourhood strategy and social inclusion.

Reports including ethnic monitoring data are regularly presented to the Council’s community based Race Equality Advisory Forum.

**Education Development Plan (EDP)**

All local Education Authorities are required to have an Education Development Plan, which needs to be approved by the Department for Education and Skills (DfES). In EDP1 only one priority addressed achievement of black and minority ethnic pupils. EDP2 addresses race equality and black and minority ethnic achievement through all priorities.

External analysis and local consultation have identified key areas for action, which now form the seven priorities of the Leeds Education Development Plan 2002-2007:

1. Leadership and Management;
2. Raising attainment in Early Years and Primary including literacy and numeracy – Closing the Primary Gap;
3. Raising attainment in Secondary Schools – Closing the Secondary Gap;
4. Tackling under-achievement;
5. Support for schools causing concern;
6. Developing healthy staff and healthy schools;
7. Enhancing and disseminating good practice.

EDP2 entitled “Closing the Gap” includes Priority 4 which focuses on ‘tackling underachievement’ and identifies groups who are currently underachieving. This includes African Caribbean, Pakistani, Kashmiri and Bangladeshi pupils particularly at secondary school Key Stages 3 and 4. EDP2 in its detailed action
plans will specifically address the underachievement of black and minority ethnic students in secondary schools via Priority 3. Issues with regard to leadership and management in the implementation of Schools’ Race Equality Action Plans will be dealt via Priority 1.

The core aim of Education Leeds is to enable all schools to be good schools, to be improving schools and to be inclusive schools, working at the heart of local communities.

We need to promote racial equality as a fundamental principle for all key priorities by:

- removing barriers to learning;
- raising standards of achievement among black and minority ethnic children and young people;
- “Closing the gap” by targeting support and intervention where it is needed most;
- challenging all forms of racism;
- promoting good race relations.

EDP2 includes specific ethnicity targets for attainment. Education Leeds has established black and minority ethnic achievement as a priority and target for its Local Public Service Agreement (LPSA). Ethnicity targets to increase the representation of black and minority ethnic governors are also included in EDP2.

**Performance Management**

Education Leeds’ Performance Management Scheme incorporates the Commission for Race Equality (CRE) Race Equality Standards as performance indicators. Financial targets, management of the service and staff development needs are monitored using the Education Leeds Performance Management Competence Framework. The embedding of the CRE Race Equality Standards in our Performance Management Scheme ensures the mainstreaming of Race Equality. Equality considerations are included in the assessment of the skills, knowledge and behaviour of staff and linked directly to performance and personal objectives.

The Training for all managers in the use of performance management framework should ensure that all employees are aware of the importance of highlighting equality issues and ensuring that the spirit and the reality of the standards are implemented.

Education Leeds needs to identify the key issues affecting schools and how they can be supported in the implementation of the CRE Standards for schools. Training on the CRE Race Equality Standards will continue to take place for all School Improvement Advisers, Inclusion Officers, Heads and Governors over the academic year 2002-2003.
The Education Leeds Quality Standards Framework for school self-evaluation being developed as part of the School Improvement Strategy, will also incorporate the CRE Standard ‘Learning For All’ framework. The standards have been incorporated into the final version of EDP2 “Closing the Gap.” The successful implementation of the CRE Standards for both local government and schools will help to ensure compliance with the Race Relations (Amendment) Act 2000.

**Monitoring**

The systems for monitoring performance by ethnicity and tracking pupil progression have been improved and involve headteachers and governing bodies in the process of setting challenging targets for improvement. Education Leeds will continue to monitor and publish data on black and minority ethnic achievement in relation to:

- attainment;
- exclusions;
- admissions.

Education Leeds will continue to develop systems to collect data on:

- banding and setting
- attendance
- exam entries
- option choices
- racial incidents and their handling
- numbers of minority ethnic pupils in gifted and talented categories;
- numbers benefiting from Excellence in Cities (EiC) and other Government funded initiatives;
- English as an additional language.

The analysis of the monitoring data will be the basis of measuring the impact and effectiveness of policy and practices and will inform future development.

**Ensuring Access**

**Behaviour Support Plan**

The Education Leeds Behaviour Support Plan is a document that outlines strategies, which are specifically designed to promote good behaviour and reduce social exclusion within the city of Leeds. The strategies deal with reduction in disaffection and school exclusions, improvement in school attendance and punctuality based on a multi-agency approach. The Education Leeds Behaviour Support Plan does not exist in isolation and it is a part of the overall strategy for raising achievement detailed in EDP2. It has strong overlapping objectives with a range of other plans including the Education Leeds Race Equality Action Plan, the corporate Regeneration and Neighbourhood Renewal Plans, Social Inclusion Business Plans and the Excellence in Cities Plan.
Ethnic Minority Achievement

The Education Leeds Ethnic Minority Achievement Team works in partnership with schools and families. The current objectives of the Service are to:

- raise standards of achievement for those ethnic groups who are particularly at risk of underachieving;
- meet the particular needs of pupils for whom English is an additional language (EAL);
- meet the particular needs of refugees and pupils who are asylum seekers.

Data Analysis and Target Setting

Education Leeds sets targets by ethnic group for the end of Key Stage Two (for 11 year old pupils) and for GCSE in line with DfES requirements. Schools are required to set targets by ethnicity.

Attainment and progress data of minority ethnic pupils including Travellers is collected at the end of each key stage. Analysis of this data is undertaken to identify areas of concern and schools requiring intervention.

Ethnicity data at the end of each Key Stage is produced at school level and is circulated to schools and to school improvement advisers to inform discussions on monitoring visits. Hypotheses are formed on reasons for underachievement to inform action planning. Progress of pupils targeted through Ethnic Minority Achievement Grant (EMAG) and the Key Skills Officer project is rigorously monitored.

Exclusions are monitored by ethnic group and areas of development identified. Key issues identified from data analysis inform prioritisation and action planning.

Funding

Grant funding of black and minority ethnic achievement has been delegated to schools according to the appropriate criteria. From April 2002, new criteria for devolvement of Ethnic Minority Achievement Grant (EMAG) and Local Management of School (LMS) formula elements will be delegated according to transparent criteria in proportion to need. Factors taken into account are the number of bilingual pupils, the number of African Caribbean and mixed heritage pupils and the number of black and minority ethnic pupils failing to attain expected levels at the start of each Key Stage. Factors have been built in to provide transitional arrangements to ease the burden of a move from a system that was, historically, not as rigorously needs based. New arrangements have been brought in following consultation with schools.

CRE Standard for Schools.

Leeds schools have been encouraged by School Improvement Advisers to adopt the CRE Standards ‘Learning for All’ framework. Implementation of the
standards was monitored in the autumn term 2001 when visits were made to all schools in receipt of Ethnic Minority Achievement Grant (EMAG). Education Leeds will continue monitoring Race Equality across all schools.


The support and guidance to schools was much praised. The partnership between Education Leeds, schools and community representatives, has led to initiatives such as the Stephen Lawrence Education Award, which needs to be further disseminated and celebrated.

**Travellers’ Education Service Plan**

The aim of the Travellers’ Education Service Plan is to ensure equal access and opportunity for all Travellers’ children in nurseries, schools and colleges. The Travellers’ Service provides advice and support to Traveller families on education and welfare issues and advice and support to educational institutions and other agencies as required. Direct support is provided to raise Travellers’ educational achievement and indirect support is provided to help breakdown the myths and stereotypes that engender the racist prejudice and discrimination often experienced by Travellers.

The Travellers’ achievement grant is used efficiently to target the needs of pupils and schools. Its management within the Social Inclusion Service ensures its links with inclusive practice. Strong links are being built with the School Improvement Service to ensure that training on CRE Standards and the Race Relations (Amendment) Act 2000 fully incorporate Traveller issues and that school improvement advisor monitoring visits incorporate the inclusion and attainment of Traveller pupils within their judgements.

**Refugees and Asylum Seekers**

Currently there are over 360 refugee and asylum seeker pupils placed in 52 Leeds schools. They come from over 50 countries but the main countries of origin are Afghanistan, Iraq, Iran, Palestine, the Czech Republic, Kosovo, Yugoslavia and other East European States, together with many African states such as Rwanda, Burundi, Sierra Leone and Angola. Over 35 languages are spoken and some schools now have over 20 languages spoken amongst their pupils. The number of asylum seekers coming into Leeds continues to increase.

There is one full time officer post working with refugees and asylum seeker pupils, covering placements, clothing allowances, free school meals, and overall support to schools. Asylum seekers will be allocated to a school within three weeks of notification and names recorded on a database. EMAG peripatetic provision to support English language acquisition is allocated to schools according to shared criteria. The peripatetic team is unable to meet the growing number of requests for support. Advice, guidance and curriculum modules for new arrivals are shared with schools through teacher adviser support.
14-19 Secondary and Post 16 Review

A major thrust of ensuring access will be are the emerging 14-19 provision to be finalised with the conclusion of the Secondary School and Post 16 Review. At the heart of Education Leeds’ proposals for Young People’s Academies is a concept built around a vision of partnership and collaboration that leads to a curriculum entitlement guarantee. Partnerships and collaboration will be fostered with further and higher education institutions, schools, parents and carers and young people.

Bilingualism

The celebration of bilingualism and the importance of communicating in languages other than English is at the heart of Education Leeds’ Communication, Consultation and Marketing Strategy. Education Leeds has a team of highly qualified and proficient translators and interpreters. Key documents such as information for parents and carers on school admissions and appeals is made available in the main community languages. The team provides support to schools and internally to Education Leeds to facilitate communication, engagement and the empowerment of communities who historically have had limited access to information and decision making in education.

School Improvement

Education Leeds is in the process of developing a Quality Standards Framework in partnership with headteachers and governors. The Quality Standards Framework will be used by schools for self-evaluation. The race equality performance indicators developed by the Ofsted Framework for the Inspection of Schools and the CRE Standard for Schools ‘Learning for All,’ are embedded within the Education Leeds Quality Standard Framework for Schools. Guidance on the Race Relations (Amendment) Act 2000 has been produced for headteachers and governors. This information is also available on the Leeds Learning Network - the intranet for Leeds educational establishments and also on the Education Leeds website (www.educationleeds.co.uk).

Headteachers are now required to report to their governing bodies on a termly basis on the number of racist incidents, the action taken and progress on the implementation of their school’s Race Equality Action Plan. Headteachers are also required to send termly reports on racist incidents to Education Leeds.

Curriculum Initiatives

Education Leeds will continue to ensure that race equality is at the centre of all Curriculum Initiatives. Some examples of current initiatives are included in this report.

- Citizenship

Education Leeds works in partnership with schools has led to the development of curriculum materials, teaching and learning strategies and management strategies in the area of citizenship. The Education Leeds work on citizenship has been nationally commended for its creativity and its significant contribution to
social and educational inclusion. The fundamental principles are those of challenging all forms of racism and promoting race equality in preparing our children to become responsible citizens of the future.

• Healthy Schools Initiative

The Leeds Healthy School Standard (LHSS) is an award which schools work towards over the course of approximately three years. It provides a framework of good practice in whole school health, against which schools can match their own practice, identify areas for improvement and formally celebrate what is already in place.

• Community Languages

Education Leeds celebrates the linguistic diversity within Leeds and its schools. A central team of teachers support pupils to study community languages in secondary schools. Analysis of pupil performance data for 2001 indicates that community languages made a significant contribution to the overall achievement of black and minority ethnic students. Over 61% of students entered for the examination gained A-C GCSEs.

• Music and Performing Arts

Over the years, the Leeds Music Service has developed awareness of cultural diversity in music through a number of strategies such as world music workshops, partnerships with the Leeds College of Music to promote Indian music and dance. Involvement in the Leeds City Council Breeze festival, an annual event involving world music, with representation from a range of countries has also featured in music provision. There is collaboration with the Leeds City Council Leisure Services which has led to many schools working with the South African Children's Choir as was demonstrated during the recent visit of President Nelson Mandela to receive the Freedom of the City. The pricing structure of the Music Service as a traded service is designed to enable pupils from economically disadvantaged backgrounds to participate.

There is a strong partnership with the Education service of the West Yorkshire Playhouse, who put on programmes for schools, which promote race equality. A recent example is the programme during the October Black History Month entitled the Positive Images Festival.

Education Leeds continues to work in collaboration with Creative Partnerships in Education (CAPE). There have been many CAPE school-based projects, involving resident artists in schools. CAPE’s approach is to bring in creative professionals to work with young people across the curriculum, tapping into their current interests and enthusiasms and, through that, finding ways of re-engaging them with learning. For example there has been a project with 20 Leeds and Manchester secondary schools working with young people at risk of exclusion. Programmes planned for September 2002 include the creation of live radio broadcasts on the theme of citizenship, creative approaches to technology and the exploration of innovative approaches to investigation in science.
Education Leeds also provides resources for its Artists in Schools Programme. This gives schools the opportunity to employ artists of all disciplines on a residency basis at any time during the year. A common feature of the programme is the employment of artists from a wide range of cultural and ethnic backgrounds.

**School Improvement Initiatives**

Education Leeds will ensure that all school improvement initiatives are targeted to those pupils with greatest need. This will mean that black and minority ethnic pupils will benefit from the nationally funded strategies such as:

- Early Years Development
- Literacy/Numeracy
- Travellers
- Education Action Zones
- Looked after children and
- Excellence in Cities.

Education Leeds’ successful EiC programme is nationally acknowledged. A recent bid to engage black and minority ethnic mentors in the learning of students has been successful. This project is part of a wider strategy to address the under-representation of black and minority ethnic staff in Education Leeds.

The Excellence Challenge initiative addresses the post-16 area of education and focuses on black and minority ethnic students. It further reinforces collaboration with further and higher education institutions to widen participation and access.

**Study Support Centres**

Education Leeds continues to support and engage with the Study Support Centres established with Leeds United, Leeds Rhinos and other businesses and companies in Leeds. There are now lots of other Study Support Centres including Leeds and Bradford Airport and White Rose Shopping Centre.

A number of projects targeted at particular students have been established to provide after-school study support such as:

- Learning through Football;
- Playing for Success;
- Work with Mentors;
- Show Racism the Red Card.

**Dissemination of Good Practice**

Education Leeds has worked in partnership with the Race Equality Advisory Forum sub-group, schools and the Leeds City Council’s Equal Opportunities Unit and the Stephen Lawrence Education Trust to establish the **Stephen Lawrence Education Award** for best race equality practice. Education Leeds plans to develop the award as a Chartermark for all aspects of school organisation. The
best practice identified through the process of the Stephen Lawrence Award will be disseminated widely including the use of the Leeds Learning Network and the Education Leeds website. The dissemination of good practice is a key priority in EDP2 ‘Closing the Gap.’ Good practice raises expectations and challenges racist stereotypes about black and minority ethnic pupils’ attainment. A conference for Headteachers and Governors is planned for November 2002 entitled: ‘The Power to Change; Race Equality in Schools.’ This conference will disseminate best practice about implementing the general and specific duties of the Race Relations (Amendment) Act 2000.

**Leeds Learning Network (LLN)**

Leeds Learning Network is a powerful mechanism for the dissemination of good practice. This has been demonstrated through specific curriculum projects such as ‘Connections’, which involved Leeds schools, the Museum Service and Artemis - Education Leeds’ art and museum service. Work with the City Learning Centres and LLN has led to creative curriculum development using ICT learning and teaching strategies. Currently the South Leeds City Learning Centre in partnership with the West Yorkshire Playhouse is developing curriculum materials for LLN with the contribution of CLR James, a black intellectual, cricketer, historian, novelist, journalist and political activist whose entire life is devoted to human rights, justice and race equality. Global video-conferencing with schools and communities has been made possible using LLN.

The filter and screening system of LLN has ensured that information for Leeds pupils is safe from racist and fascist propaganda. The filter system assists with the implementation of anti-racist criteria for the selection of teaching and learning resources. Leeds Learning Network is accredited by the British Educational and Communications Technology agency (BECTa) as an Internet Service Provider, meeting appropriate standards for use in schools, particularly in respect of the protection of pupils from unsuitable materials.

The staffing of Education Leeds is being strengthened to increase the locally produced web-based content on the Leeds Learning Network. This will enable the network to be the medium for dissemination of good practice to schools, including advice and information on promoting racial equality.

**Consultation**

Education Leeds has reviewed the process of consultation with black and minority ethnic groups. The Chief Executive and Deputy Chief Executive have held several meetings with individual community groups as well as members of the Race Equality Advisory Forum. Currently, proposals are being developed to improve the engagement of black and minority ethnic parents, governors, community representatives and service deliverers. The proposals are being considered by members of the Race Equality Advisory Forum. Progress on the Race Equality Action Plan will be reported to the Race Equality Advisory Forum and to schools.
Standing Advisory Council on Religious Education

The Education Reform Act, 1988 requires each LEA to establish a Standing Advisory Council on Religious Education (SACRE) to “advise the local education authority upon matters connected with religious worship in county schools and the religious education to be given in accordance with the agreed syllabus.” There is also a requirement for each SACRE to produce an annual report.

SACRE comprises representatives from Christian and other religious denominations and faith communities other than the Church of England.

Leeds Agreed Syllabus for Religious Education (Revised 1996)

In May 2001 a statutory conference was organised to undertake a review of the locally agreed syllabus. The conference resolved to make no changes to the Leeds Agreed Syllabus document. SACRE may wish to give consideration to the provision of further guidance (non-statutory) to support schools in the implementation of the agreed syllabus.

Ofsted inspection reports in 2001 noted improvements in the standards and provision for RE in a significant proportion of schools inspected.

Multi-Faith Education

Proposals for multi-faith secondary schools are being considered as part of the Secondary School and Post-16 Review. The underlying principles it would provide an excellent education in secular subjects and the pupils from different faiths attending the school would study there together. It would, in addition, offer pupils an in-depth education in the knowledge, history, traditions and wisdom of their own religion, taught in faith groups by committed, practising teachers of that faith. Furthermore, pupils of all faiths would share a common inter-faith study programme of key moral and spiritual issues, thereby developing respect for the customs, values and wisdom of different traditions. They would also share a community and citizenship programme, working together on a range of practical charity and voluntary projects in the school’s neighbourhood.

Training

Education Leeds is committed to Investors in People and recognises the importance of staff development to empower and build the organisational capacity to promote race equality. A staff development Equal Opportunities Training Strategy has been produced. Future training has been identified to meet the requirements of our Race Equality Action Plan through a process of staff conducting a self-evaluation skills audit. Mandatory training on the Race Relations (Amendment) Act 2000 has been conducted in collaboration with the Leeds City Council’s Equal Opportunities Unit for all senior managers to tier 4. The training on the Race Relations (Amendment) Act 2000 is being cascaded to all staff. Training programmes for schools on race equality and minority ethnic achievement are offered on a termly basis by the Leadership and Management Team in collaboration with the Ethnic Minority Achievement Team.
Employment

Education Leeds is committed to systematically addressing the under-representation of black and minority ethnic staff within the Education Leeds workforce. This will be done through the Recruitment, Retention and Development Strategy, which is a key priority in Education Leeds Race Equality Action Plan.

Education Leeds will meet its legal duties under the Race Relations (Amendment) Act 2000 in relation to employment by monitoring and analysing by racial, ethnic and religious groups:

- recruitment, retention and promotion processes and outcomes;
- grievances;
- disciplinary action;
- performance appraisals (where they apply to benefits or penalties);
- training;
- staff leaving the authority.

Education Leeds will report on a quarterly basis to Leeds City Council on the Best Value Performance Indicators for race equality and continue to gather statistics for the organisational health indicators that include the number of black and minority ethnic staff employed by each strategic area, broken down into gradings of seniority for the following conditions of service:

- Administrative, Professional, Technical and Clerical (APT&C).
- School Teachers pay and conditions.
- Soulbury.
- Executive Officer.
- Chief Officer.
- Chief Executive.

Education Leeds will publish the results every year.

Education Leeds will work with schools to establish processes to meet the statutory requirements to monitor appointments. This will enable governing bodies to meet their responsibility under relevant legislation as the appointing body.

**Education Leeds Race Equality Action Plan**

The process of conducting the race relations impact audit for Education Leeds for the CRE Race Equality Standard for Local Government, Level Two, has led to the identification of strengths and areas for further development. There are nine key priorities which Education Leeds will address for the duration of EDP2, 2002-2007.

The Race Equality Action Plan identifies key objectives and tasks with specific timescales, which are incorporated in the Education statutory and delivery plans.
detailed in Appendix 6. This ensures that Race Equality is ‘mainstreamed’ in the core functions of Education Leeds.

**Key Priorities**

<table>
<thead>
<tr>
<th>Key Priority</th>
<th>Objective</th>
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<tbody>
<tr>
<td><strong>1 Employment</strong></td>
<td>To systematically address the under-representation of black and minority ethnic staff within the Education Leeds workforce through the development of a Recruitment and Retention Strategy to meet ethnicity targets.</td>
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<tr>
<td><strong>2 Raising Achievement</strong></td>
<td>To raise black and minority ethnic achievement in line with EDP 2 targets.</td>
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<tr>
<td><strong>3 Dealing with Racial Harassment</strong></td>
<td>To establish an inclusive environment in all schools and within Education Leeds which challenges all forms of racism.</td>
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<tr>
<td><strong>4 Attendance and Punctuality</strong></td>
<td>In partnership with schools: Monitor and analyse attendance and punctuality in terms of ethnicity.</td>
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<td></td>
<td>To ensure that attendance and punctuality patterns do not hinder pupil attainment and progress.</td>
</tr>
<tr>
<td><strong>5 Behaviour and Exclusions</strong></td>
<td>To eliminate the over-representation of black and minority ethnic pupils in permanent and fixed-term exclusions.</td>
</tr>
<tr>
<td><strong>6 SEN Statutory Assessments</strong></td>
<td>To review the criteria and process of assessments to ensure that they are not open to racial discrimination and prejudice.</td>
</tr>
<tr>
<td><strong>7 Consultation</strong></td>
<td>To engage black and minority ethnic communities in systematic consultation on policy development and also the review and evaluation of the impact of policy on practice.</td>
</tr>
<tr>
<td></td>
<td>To establish partnerships with Leeds City Council Race Equality Advisory</td>
</tr>
<tr>
<td></td>
<td><strong>Forum representatives of the black and ethnic minority on strategies to promote race equality and raising achievement of pupils currently under-achieving.</strong></td>
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<tr>
<td></td>
<td><strong>To engage Education Leeds black and minority ethnic staff in specific consultation exercises which focus on institutional practices identifying areas for celebration and areas for further development.</strong></td>
</tr>
<tr>
<td><strong>8</strong></td>
<td><strong>Promotion of Race Equality</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Encourage a corporate culture and discourse on race equality within Education Leeds, through all plans, policies and procedures.</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Recognise and promote race equality as a central feature of the drive to improve standards in schools.</strong></td>
</tr>
<tr>
<td><strong>9</strong></td>
<td><strong>Dissemination of Best Practice</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Identify Best Race Equality Practice in schools, for all areas included in the CRE Standard for Schools Learning for All, as an integral part of EDP 2, Priority 7.</strong></td>
</tr>
</tbody>
</table>
PART 4

FAITH & COMMUNITY COHESION
20. Faith and Religion

Leeds City Council is committed to promoting equality of opportunity on the grounds of religion and faith for both its staff and customers. We recognise that for many people, religious identity is at least as important as their racial identity. Furthermore, a significant proportion of black and minority ethnic communities living in Leeds highlight their religious identity before their ethnic identity. For these communities, religion is a strong influence on their culture and way of life.

The Council also recognises that racial discrimination is a complex phenomenon, which involves beliefs not only about racial difference but also cultural difference (and in this wider context, beliefs about religious difference). It is for these reasons that we believe the promotion of racial equality must involve recognition of religious diversity and identity.

The National and European Context

Since the 1990s, there has been an increase in the campaigning, research and media coverage on the topic of religious discrimination and how it impacts upon people and their lives. The Runnymede Trust, a charitable organisation, has for example published reports on Islamaphobia and Xenophobia, (for more info visit www.runnymedetrust.org). The government also commissioned its own research from Derby University in 1999. A report of the findings of this research entitled ‘Religious Discrimination in England and Wales’ can be found at www.homeoffice.gov.uk

Currently there is no comprehensive legislation prohibiting religious discrimination. Some religious groups such as Sikhs and Jews can seek protection against discrimination in employment and service delivery under Race Relations legislation, by virtue of them also constituting a ‘racial group’. Other faith based communities such as Christians and Muslims are not protected under this legislation because they do not constitute ‘racial groups’.

In recent years, however, there have been a number of legal developments that will lead to increased protection against religious discrimination.

European Employment Directive. Under Article 13 of Treaty of Amsterdam, the European Employment Directive has been introduced. This requires member states to introduce legislation by December 2003, prohibiting direct discrimination and harassment on the grounds of religion or belief, in the areas of:

- employment,
- self-employment,
- occupation and
- vocational training.

Therefore, in the context of employment at least some legislative progress will be made. However, the Council believes it is equally important to address religious discrimination in the context of service delivery.
Amendment of the Crime and Disorder Act 1998. In December 2001, as a consequence of the Anti-Terrorism, Crime and Security Act, an amendment was made to the Crime and Disorder Act 1998. The amendment revised the term ‘racially aggravat ed offences’ to now read ‘racially or religiously aggravated offences’.

The Local Context

Leeds City Council has and will continue to endeavour to address issues of religious diversity both in the context of employment and service delivery. Our commitment is clearly reflected in past and planned work. Examples of such work are set out below:

Work already undertaken

- The inclusion of religion in the Equal Opportunities Policy
- Introduction of halal and kosher meals from Crown Cuisine (the Council’s catering department which provides a service to schools and all Council departments)
- Introduction of arrangements enabling death certificates to be obtained on Sundays and Bank Holidays, enabling Jewish and Muslim communities to observe religious timescales associated with burials.
- Women only swimming classes
- Prayer rooms (currently this facility exists only in some buildings)
- Modification of dress codes
- Leeds Development Agency (Markets division) prayer room for market traders
- Libraries Services. Displays and exhibitions organised to celebrate various religious festivals
- The organisation of a national conference on Promoting Religious Diversity, in February 2002 (see below for more detail).

In February 2002, the Council organised and held a national conference on promoting religious diversity in partnership with representatives from local faith based organisations. This was a very successful conference attended by approximately 150 representatives from key public sector organisations and the community/voluntary sector. Keynotes speakers included the Head of Religious Issues at the Home office, a former Chair of the Runnymede Trust (a charitable trust which researches and campaigns on the issue of religious discrimination), and an academic from the University of Bristol. Workshops were held on the topics of:

- Women and faith,
- Tackling racial hatred,
- Inter-faith partnerships,
- Faith and education
- Promoting religious diversity in employment

Planned work

- Produce ‘Religious Diversity and Understanding’ conference report
• Carry out religious needs audit concerning employment
• Write religious needs policy
• Explore the introduction of religious monitoring in the context of service delivery, through a pilot project involving three Council departments.
21. Community Cohesion

The Community Cohesion agenda launched by the government in December 2001 in response to the summer disturbances in some northern towns, including Leeds, provides a good opportunity to focus on the promoting ‘good race relations between persons of different racial groups’ element of the new general duty. In the absence of agreed national guidance on the Community Cohesion agenda, it is too early for the purposes of this scheme to comprehensively consider the issue. It is expected that the newly established Home Office Community Cohesion Panel will give direction. However, Leeds City Council in partnership with Leeds Initiative has undertaken considerable work recently to prioritise the Community Cohesion agenda. The following demonstrates how the Community Cohesion agenda is being promoted and delivered:

**Leeds Initiative – Community Strategy**

As indicated in section 8, The Leeds Initiative, the city’s Local Strategic Partnership will be producing a city wide ‘Community Strategy’ reflecting the key aspirations of local people. This strategy will influence the work of a number of local agencies with the view to improve the well being of local communities. The ‘Community Cohesion’ agenda will be located in and driven by the ‘Community Strategy’ developed by Leeds Initiative. This will ensure ‘Community Cohesion’ influences the key decision making channels of a number of local agencies. Further information will be available at [www.leedsinitiative.org](http://www.leedsinitiative.org) in due course.

**Community Facilitation Programme**

The Council made a successful Community Facilitation Programme bid to the Government Office for Yorkshire and Humberside in March 2002. The money will be used to co-ordinate work with young people, with emphasis placed upon building mediation and conflict resolution skills in both multi-ethnic and ‘white’ areas of Leeds. The work will be targeted at six localities in Leeds, two of which will be largely or entirely ‘white areas’. Understanding diversity issues and respecting others will form a key part of the Community Facilitation Programme. This work will link into Leeds’ Neighbourhood Renewal Strategy to ensure a co-ordinated response. Information about the Neighbourhood Renewal Strategy is available at [www.leedsinitiative.org](http://www.leedsinitiative.org)

**Leeds Connecting Communities**

As indicated in section 7, the Leeds Connecting Communities project plays an invaluable role in bringing minority ethnic groups together through capacity building. Their work will enable local black and minority ethnic groups to become more sustainable therefore playing a productive role in local communities.

**Multi-faith Leadership Programme**

Leadership is a key element to promoting Community Cohesion. Work is underway to establish a ‘leadership programme’ for local faith leaders enabling
them to play an effective and productive role in bringing together different communities. The programme will initially be targeted within the same localities identified under the Community Facilitation Fund.
PART 5

APPENDICES
Corporate Race Equality Action Plan

2002/03
Introduction

The Corporate Race Equality Action Plan summarises the race equality work that has been planned by the Council at a corporate level for the period 2002 –2003. It is not an exhaustive list of the work that will be carried out and more detailed action plans exist for most of the areas of work summarised in the plan. The plan is intended to be dynamic and it is possible that other pieces of work will emerge during the year.

The Corporate Race Equality Action Plan is split into four key section as follows:

- Leadership
- Service Delivery
- Employment
- Community Engagement
- General

The actions around race equality detailed in the Corporate Race Equality Action Plan will be delivered through various plans e.g. Corporate Plan, Best Value Performance Plan, Corporate Workforce Development Plan, Leadership Challenge Plan, Community Safety Plan, and departmental plans.

Note. In addition to the Corporate Race Equality Action Plan, Race Equality Action Plans have also been prepared by each department, as part of the Council's Race Equality Impact Audit and Equality Action Planning processes. (This process have already been discussed within various sections of the scheme e.g. see sections 10 and section 5 respectively). If you would like a copy of any of these departmental plans, please see the appropriate contact details in Appendix 4.
## Corporate Race Equality Action Plan 2002/03

### 1. LEADERSHIP

<table>
<thead>
<tr>
<th>TASK</th>
<th>TIME SCALE</th>
<th>LEAD DEPT / SERVICE</th>
<th>OUTCOMES</th>
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<tbody>
<tr>
<td><strong>CRE Leadership Challenge</strong></td>
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<tr>
<td>• Produce agreed action plan in consultation with the CRE</td>
<td>July 2002</td>
<td>Central Executive’s Team (Chief Executive and two Deputy Chief Executives)</td>
<td>• Agreed action plan prepared</td>
</tr>
<tr>
<td>• Sign up to the leadership challenge and organise signing event</td>
<td>July 2002</td>
<td></td>
<td>• A signing ceremony is held.</td>
</tr>
<tr>
<td>• Begin implementation of the Leadership Challenge action plans</td>
<td>August onwards</td>
<td></td>
<td>• Evidence of leaders using their personal influence to progress race equality in Leeds.</td>
</tr>
<tr>
<td><strong>Equality Champions</strong></td>
<td></td>
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</tr>
<tr>
<td>• Organise four meetings of this group for the year</td>
<td>March 2003</td>
<td>Central Services Department (Equal Opportunities Unit)</td>
<td>• Champions enabled to progress race equality within their departments</td>
</tr>
<tr>
<td>• Review the effectiveness of this group</td>
<td>March 2003</td>
<td></td>
<td>• A report reviewing the effectiveness of the group is produced</td>
</tr>
<tr>
<td>• Group to review progress &amp; impact of race equality scheme &amp; corporate action plan</td>
<td>March 2003</td>
<td></td>
<td>• Assessment of performance against the corporate action plan</td>
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LEADERSHIP CONTINUED.....

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<th>TASK</th>
<th>TIME SCALE</th>
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<tbody>
<tr>
<td><strong>Councillors</strong></td>
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<tr>
<td>• Diversity &amp; equality issues to be integrated in Code of Conduct briefings</td>
<td>September 2002</td>
<td>Central Services and Legal Department</td>
<td>• Code of conduct addresses equality issues</td>
</tr>
<tr>
<td>• Organise &amp; deliver briefing/training programme for all Councillors</td>
<td>September 2002</td>
<td>Central Services Department</td>
<td>• Members have increased awareness of race issues, and the relevance of such issues to their roles</td>
</tr>
<tr>
<td>• Member of Executive Board to lead on and champion equality issues as part of their portfolio</td>
<td>Ongoing</td>
<td>Executive Board</td>
<td>• Executive Board consider diversity issues in their decisions</td>
</tr>
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</table>
2. SERVICE DELIVERY

<table>
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<tr>
<th>TASK</th>
<th>TIME SCALE</th>
<th>LEAD DEPT / SERVICE</th>
<th>OUTCOMES</th>
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<tbody>
<tr>
<td>Ethnic Monitoring</td>
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</tr>
<tr>
<td>• Customer complaints to be monitored by ethnicity</td>
<td>Ongoing</td>
<td>Corporate Support Unit (in partnership with Departmental Complaints Officers)</td>
<td>Data gathered, analysed &amp; used to:</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Identify scope for improving services</td>
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<td></td>
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<td></td>
<td>• Identify levels/patterns of racial discrimination</td>
</tr>
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<td></td>
<td>• Inform planning and review processes as appropriate.</td>
</tr>
<tr>
<td></td>
<td>September 2002 March 2003</td>
<td>All departments</td>
<td>There is evidence, of the Council using data to:</td>
</tr>
<tr>
<td></td>
<td>Ongoing</td>
<td></td>
<td>• Identify take up of services by BME communities</td>
</tr>
<tr>
<td></td>
<td>September 2002 March 2003</td>
<td></td>
<td>• Assess impact of regulatory activities upon BME communities</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Inform future policy, and service planning process as appropriate</td>
</tr>
</tbody>
</table>
## Racial Harassment

Continue to implement the RH Strategy:

- Gather, analyse & report data relating to RH incidents on a quarterly basis.

- Use data to inform action planning, policy changes, and service planning as appropriate.

- Work towards the development of a city-wide multi-agency RH group/partnership.

- Continue to participate in the Hate Crime Reporting Centres Project and contribute to the evaluation of the pilot project.

- Continue to develop and circulate publicity about racial harassment, including a multi-agency racial harassment campaign.

- Assess impact of publicity

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<tr>
<th>TASK</th>
<th>TIME SCALE</th>
<th>LEAD DEPT / SERVICE</th>
<th>OUTCOMES</th>
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</thead>
<tbody>
<tr>
<td>Racial Harassment</td>
<td>Ongoing</td>
<td>Equal Opportunities Unit (through Strategic Racial Harassment Group) and Community Planning &amp; Regeneration (Community Safety Unit)</td>
<td>• Data is gathered &amp; reported on a quarterly basis and inputted onto the corporate database. • Data considered on quarterly basis and used to inform future work • Strategic multi-agency group is set up • Increased levels of reporting in Leeds and action taken • Publicity materials are widely available across Leeds at community and other venues and there is evidence of publicity materials being taken up.</td>
</tr>
<tr>
<td></td>
<td>March 2003</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>September 2002</td>
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<td></td>
<td>February 2003</td>
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## SERVICE DELIVERY CONTINUED....

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<th>TASK</th>
<th>TIME SCALE</th>
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<tr>
<td><strong>LPSA Targets</strong></td>
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<tr>
<td>• Demonstrate progress towards achieving LPSA race targets covering - racial harassment - educational achievement</td>
<td>March 2003</td>
<td>Education Leeds</td>
<td>Community Planning &amp; Regeneration</td>
</tr>
<tr>
<td><strong>Translation and Interpretation</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Monitor and review the effectiveness of interpreting and translation services</td>
<td>Ongoing (Review completed by March 2003)</td>
<td>Community Planning &amp; Regeneration</td>
<td>• Review report produced, Findings used to inform future provision of translation &amp; interpretation services</td>
</tr>
</tbody>
</table>
| • Produce corporate standards covering:  
  • Recruitment of interpreters and translators  
  • Code of Ethics/Good practice Guide  
  • Induction training  
  • Continuous monitoring  
  • Proof reading | September 2002 | Community Planning & Regeneration | • Corporate Standards produced. All Interpretation and Translation Services used by the Council are quality assured. |
### SERVICE DELIVERY CONTINUED....

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<tr>
<th>TASK</th>
<th>TIME SCALE</th>
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<tbody>
<tr>
<td><strong>Procurement</strong></td>
<td></td>
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</tr>
<tr>
<td>• Review and update the Council’s Standard terms and conditions of contracts to reflect the RR(A)A 2000</td>
<td>September 2002</td>
<td>Legal Services</td>
<td>• Council’s procurement function addresses and incorporates race issues within its work, in a matter that is compliant with the new general and specific race duties.</td>
</tr>
<tr>
<td>• Revise the passport to equality guidance booklet for contractors to better reflect the RR(A)A 2000</td>
<td></td>
<td></td>
<td>• Staff are equipped to effectively incorporate race issues into contracts.</td>
</tr>
<tr>
<td>• Brief staff on the specific implications of the RR(A)A 2000, specifically for the procurement function</td>
<td></td>
<td></td>
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</tr>
<tr>
<td><strong>Grants, funding and awards</strong></td>
<td></td>
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</tr>
<tr>
<td>• Continue to support and fund the Leeds Racial Harassment Project</td>
<td>Ongoing</td>
<td>Central Services Department (Equal Opportunities Unit)</td>
<td>• The project is able to demonstrate it continues to carry out valuable work for victims of racial harassment and is providing value for money.</td>
</tr>
<tr>
<td>TASK</td>
<td>TIME SCALE</td>
<td>LEAD DEPT / SERVICE</td>
<td>OUTCOMES</td>
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</tr>
<tr>
<td>Connecting Communities</td>
<td>Ongoing</td>
<td>Central Services Department (Equal Opportunities Unit)</td>
<td>• Improved capacity of BME communities (particularly the hard to reach groups)</td>
</tr>
<tr>
<td>• To work in partnership with the Leeds Connecting Communities Project to improve the capacity and financial stability of BME groups</td>
<td></td>
<td></td>
<td>• Increased funding opportunities for BME groups</td>
</tr>
<tr>
<td>Monitoring religion</td>
<td>March 2003</td>
<td>Equal Opportunities Unit in partnership with pilot departments</td>
<td>• Report how religious monitoring should be addressed within the Council in the future.</td>
</tr>
</tbody>
</table>
### 3. EMPLOYMENT

<table>
<thead>
<tr>
<th>TASK</th>
<th>TIME SCALE</th>
<th>LEAD DEPT / SERVICE</th>
<th>OUTCOMES</th>
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<tbody>
<tr>
<td><strong>Ethnic Monitoring</strong></td>
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</tr>
<tr>
<td>• Collate and report ethnic monitoring on a range of employment policies/procedures for example recruitment, grievance and discipline</td>
<td>September 2002</td>
<td>Central Personnel Department</td>
<td>• Data is used to inform future policy, target setting and any other appropriate action.</td>
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<tr>
<td></td>
<td></td>
<td></td>
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<tr>
<td>• Report data to Departmental Personnel Officers Group, DMTs and the Central Executive Team on a six monthly basis</td>
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<tr>
<td></td>
<td>March 2003</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Religion/Faith</strong></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>• Carry out religious/cultural needs audit</td>
<td>September 2002</td>
<td>Central Personnel / Equal Opportunities Unit</td>
<td>• Needs identified. Findings inform policy on religious/cultural observance at work and other action as appropriate</td>
</tr>
<tr>
<td></td>
<td>March 2003</td>
<td></td>
<td>• The policy is publicised</td>
</tr>
<tr>
<td>• Prepare policy on how to address religious/cultural needs in employment</td>
<td></td>
<td></td>
<td>• Prayer/rest rooms in buildings where there is an identified need</td>
</tr>
</tbody>
</table>
### EMPLOYMENT CONTINUED....

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<th>TASK</th>
<th>TIME SCALE</th>
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<tbody>
<tr>
<td><strong>Training and Development</strong></td>
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<tr>
<td>• Corporate Equal Opportunities courses to be revised to include RR(A)A 2000 content</td>
<td>September 2002</td>
<td>Central Personnel and Training/Equal Opportunities Unit</td>
<td>• Courses include appropriate RRA 2000 content and meet the needs of learners.</td>
</tr>
<tr>
<td></td>
<td>March 2003</td>
<td>Central Personnel &amp; Training/Equal Opportunities Unit</td>
<td>• Feedback from participants substantially indicates their needs have been met. Participants are better equipped to challenge racism.</td>
</tr>
<tr>
<td>• 5 'Challenging Racism' seminars run for BME staff (120 people)</td>
<td>March 2002</td>
<td>Central Personnel and Training/Equal Opportunities Unit</td>
<td>• Staff have increased knowledge of the standard</td>
</tr>
<tr>
<td>• 50% of staff receive internal briefing on new Generic Standards for Equality</td>
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<tr>
<td><strong>BME Survey Action Plan</strong></td>
<td></td>
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</tr>
<tr>
<td>• Implement and evaluate BME employee mentoring scheme</td>
<td>Feb 2003</td>
<td>Central Personnel and Training Leeds Mentoring Project</td>
<td>• 20 BME staff have been mentored. Evaluation informs future mentoring</td>
</tr>
<tr>
<td>• Hold Corporate Black Workers Seminar</td>
<td>November 2002</td>
<td>Central Services Department (Equal Opportunities Unit)</td>
<td>• Seminar held</td>
</tr>
<tr>
<td>• Set up Corporate Black Workers Group with defined terms of reference</td>
<td>Jan 2003</td>
<td></td>
<td>• Corporate group is set up.</td>
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</table>
EMPLOYMENT CONTINUED....

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<th>TASK</th>
<th>TIME SCALE</th>
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<th>OUTCOMES</th>
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</thead>
<tbody>
<tr>
<td>• Continue to support the work and development of departmental Black Workers Groups</td>
<td>Ongoing</td>
<td>Equal Opportunities Unit and the Central Personnel and Training Department</td>
<td>• Black Workers Groups link up with managers, and contribute to the promotion and delivery of race equality at corporate and departmental level</td>
</tr>
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**Racial Harassment**

Continue to implement RH Strategy:

• Continue to gather, analyse and report data on employment related RH incidents on a quarterly basis

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<th>TIME SCALE</th>
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<tbody>
<tr>
<td>Ongoing</td>
<td>Equal Opportunities Unit/Central Personnel and Training</td>
<td>• Data is gathered, analysed and reported on time</td>
</tr>
<tr>
<td>Feb 2003</td>
<td></td>
<td>• Data is considered by the Strategic Racial Harassment Group on quarterly basis and used to inform future direction of RH work</td>
</tr>
<tr>
<td>Feb 2003</td>
<td></td>
<td>• Dignity at Work Policy has been produced and publicised.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Increased support for staff suffering racial harassment</td>
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### 4. COMMUNITY ENGAGEMENT

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<th>TASK</th>
<th>TIME SCALE</th>
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<th>OUTCOMES</th>
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<tbody>
<tr>
<td><strong>Review of Consultation</strong></td>
<td></td>
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</tr>
<tr>
<td>• Corporate review of consultation with BME communities</td>
<td>March 2003</td>
<td>Central Services Department (Equal Opportunities Unit)</td>
<td>• Findings to inform future strategy for consulting with BME communities.</td>
</tr>
<tr>
<td><strong>Forward Plan</strong></td>
<td></td>
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</tr>
<tr>
<td>• Forward plan to be produced every quarter. BME groups to be informed of its role and objectives and how to comment/engage with regards to its content.</td>
<td>Every quarter</td>
<td>Central Services</td>
<td>• BME communities are able to comment/engage and influence issues which have been incorporated within forward plans</td>
</tr>
<tr>
<td><strong>Race Equality Advisory Forum (REAF)</strong></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>• Organise and administer 6 REAF meetings plus an AGM. Prepare REAF annual report.</td>
<td>Ongoing</td>
<td>Central Services</td>
<td>• Forum is kept informed of progress on race issues. Forum advises, comments upon, and influences race work.</td>
</tr>
</tbody>
</table>
## Grants, funding and awards

- Administer and award Black History Month grants
- Administer and award the Stephen Lawrence Education Award to local schools
- Continue to support and fund the Leeds Connecting Communities project.
- The Council’s Community Planning and Regeneration department to continue to fund a range of BME organisations and groups

<table>
<thead>
<tr>
<th>TASK</th>
<th>TIME SCALE</th>
<th>LEAD DEPT / SERVICE</th>
<th>OUTCOMES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants, funding and awards</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Administer and award Black History Month grants</td>
<td>October 2002</td>
<td>Equal Opportunities Unit/Community Planning &amp; Regeneration</td>
<td>• Awareness of Black History and contribution of local communities is raised</td>
</tr>
<tr>
<td>• Administer and award the Stephen Lawrence Education Award to local schools</td>
<td>October 2002</td>
<td>Equal Opportunities Unit/Education Leeds/Race Equality Advisory Forum</td>
<td>• Raised awareness of race issues within schools and sharing and promotion of best practice</td>
</tr>
<tr>
<td>• Continue to support and fund the Leeds Connecting Communities project.</td>
<td>Ongoing</td>
<td>Equal Opportunities Unit</td>
<td>• The set up of a city-wide BME community network group</td>
</tr>
<tr>
<td>• The Council's Community Planning and Regeneration department to continue to fund a range of BME organisations and groups</td>
<td>Ongoing</td>
<td>Community Planning &amp; Regeneration</td>
<td>• A number of BME organisations are successful in obtaining Council grants and funds</td>
</tr>
</tbody>
</table>
### COMMUNITY ENGAGEMENT CONTINUED....

<table>
<thead>
<tr>
<th>TASK</th>
<th>TIME SCALE</th>
<th>LEAD DEPT/SERVICE</th>
<th>OUTCOMES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Connecting Communities</strong></td>
<td>Ongoing</td>
<td>Central Services Department</td>
<td>• Connecting communities is successful in building capacity of BME groups/communities</td>
</tr>
<tr>
<td>• Fund and support the Leeds Connecting Communities Project to build the capacity of local BME groups to engage with decision makers</td>
<td>Ongoing</td>
<td>(Equal Opportunities Unit)</td>
<td></td>
</tr>
<tr>
<td><strong>Community events</strong></td>
<td>Ongoing</td>
<td>Leisure Services</td>
<td>• A number of successful events have been organised and have been attended by a mixture of racial groups</td>
</tr>
<tr>
<td>• Organise and contribute towards the funding of community events which celebrate different cultures and promote racial harmony (e.g. Talkin’ Reality Festival, Asian Mela, Reggae Concert, West Indian Carnival, Irish Festival, St. Patrick’s Day Parade, Chapel Allerton Arts Festival and Holocaust Memorial Day)</td>
<td>Ongoing</td>
<td>(except for Holocaust Memorial Day which will be led by Central Services)</td>
<td>• Events promote positive messages about the multi-culturalism and diversity of Leeds</td>
</tr>
</tbody>
</table>
## 5. GENERAL

<table>
<thead>
<tr>
<th>TASK</th>
<th>TIME SCALE</th>
<th>LEAD DEPT/SERVICE</th>
<th>OUTCOMES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Religion/Faith</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Publish Religious Diversity Conference report</td>
<td>September 2002</td>
<td>Central Services Department (Equal Opportunities Unit)</td>
<td>• Report is prepared and widely circulated</td>
</tr>
<tr>
<td>Census 2001</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Consider Census 2001 findings and their implications for the Council's target setting.</td>
<td>March 2003</td>
<td>Central Services Department (Equal Opportunities Unit)</td>
<td>• Council has taken into account Census 2001 figures as part of equality action planning target setting process</td>
</tr>
<tr>
<td>Annual Race Equality Report</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Annual Race Equality Action Plans
- Departments to implement their 2002/2003 annual race equality action plans
- Departments to produce 2003/4 annual race equality action plans

<table>
<thead>
<tr>
<th>TASK</th>
<th>TIME SCALE</th>
<th>LEAD DEPT/SERVICE</th>
<th>OUTCOMES</th>
</tr>
</thead>
</table>
| Annual Race Equality Action Plans | March 2003 | All departments | • Department successfully implement their 2002/3 action plans and achieve outcomes  
• DMT and lead councillor endorsed plans are prepared by each department for 2003/4 |
| | March 2003 | All departments | |

## Generic Standard
- Achieve Level 1 of the generic standard

<table>
<thead>
<tr>
<th>TASK</th>
<th>TIME SCALE</th>
<th>LEAD DEPT/SERVICE</th>
<th>OUTCOMES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Generic Standard</td>
<td>March 2003</td>
<td>Equal Opportunities Unit (in partnership with Generic Standard Steering Group)</td>
<td>• Level 1 is achieved by all departments</td>
</tr>
</tbody>
</table>

## Community Cohesion
- Develop a community cohesion Strategy to inform Leeds Community Strategy.

<table>
<thead>
<tr>
<th>TASK</th>
<th>TIME SCALE</th>
<th>LEAD DEPT/SERVICE</th>
<th>OUTCOMES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Cohesion</td>
<td>January 2003</td>
<td>Community Planning and Regeneration (in partnership with Leeds Initiative)</td>
<td>• The strategy is developed and published</td>
</tr>
</tbody>
</table>
Recommendation of the Stephen Lawrence Inquiry which Impact Upon Local Government

The following recommendations are relevant to local government in that they either directly apply or do so by implication.

Openness, Accountability and the Restoration of Confidence

2. The process of implementing, monitoring and assessing a ministerial priority for all police services should include performance indicators in relation to:

- The existence and application of strategies for the prevention, recording, investigation and prosecution of racist incidents;
- Measures to encourage reporting of racist incidents;
- The number of recorded racist incidents and related detection levels;
- The degree of multi-agency co-operation and information exchange;
- Achieving equal satisfaction levels across all ethnic groups in public satisfaction surveys;
- The adequacy of provision and training of family and witness/victim liaison officers;
- The nature, extent and achievement of racism awareness training;
- The policy directives governing stop and search procedures and their outcomes;
- Levels of recruitment, retention and progression of ethnic minority recruits;
- Levels of complaints of racist behaviour or attitude and their outcomes.

The overall aim, being the elimination of racist prejudice and disadvantage and the demonstration of fairness in all aspects of policing.

5. That principles and standards similar to those of the Office for Standards in Education (OFSTED) be applied to inspections of police services, in order to improve standards of achievement and quality of policing through regular inspection, public reporting, and informed independent advice.

7. That the Home Secretary and police authorities should seek to ensure that the membership of police authorities reflects so far as possible the cultural and ethnic mix of the communities which those authorities serve.

8. That HMIC shall be empowered to recruit and to use lay inspectors in order to conduct examination and inspection of Police Services particularly in connection with performance in the area of investigation of racist crime.

11. That the full force of the race relations legislation should apply to all police officers, and that chief officers of police should be made vicariously liable for the acts and omissions of their officers relevant to that legislation.
12. That the definition should be: ‘A incident is any incident which is perceived to be racist by the victim or any other person’.

13. That the term ‘racist incident’ must be understood to include crimes and non-crimes in policing terms. Both must be reported, recorded and investigated with equal commitment.

14. That this definition should be adopted by the police, local government and other relevant agencies.

15. That codes of practice be established by the Home Office, in consultation with police services, local government and relevant agencies, to create a comprehensive system of reporting and recording of all racist incidents and crime.

16. That all possible steps should be taken by police services at local level in consultation with local government and other agencies and local communities to encourage the reporting of racist incidents and crimes. This should include: the ability to report at locations other than police stations; and the ability to report 24 hours a day.

17. That there should be close co-operation between police services and local government and other agencies, including in particular housing and education departments, to ensure that all information as to racist incidents and crimes is shared and is readily available to all agencies.

Policy, Practice and the Investigation of Racist Crime

18. That ACPO, in consultation with local government and other relevant agencies, should review its ‘Good Practice Guide for Police Response to Racial Incidents’ in the light of this report and our recommendations. Consideration should be given to the production by ACPO of a manual or model for such investigation, to complement their current ‘Manual of Murder Investigation’.

Family Liaison, Victims and Witnesses

28. That police services and victim support services ensure that their systems provide for the pro-active use of local contacts within ethnic minority communities to assist with family liaison where appropriate.

30. That police services and victim support services ensure that their systems provide for the proactive use of local contacts within ethnic minority communities to assist with victim support and with the handling and interviewing of sensitive witnesses.

Training and Race Awareness and Valuing Cultural Diversity

48. That there should be an immediate review and revision of racism awareness training within police services to ensure:

- That there exists a consistent strategy to deliver appropriate training within
all police services, based upon the value of our cultural diversity

- That training courses are designed and delivered in order to develop the full understanding that good community relations are essential to good policing and that a racist officer is an incompetent officer.

49. That all police officers, including CID and civilian staff, should be trained in racism awareness and valuing cultural diversity.

50. That police training and practical experience in the field of racism awareness and valuing cultural diversity should regularly be conducted at local level. And that it should be recognised that local ethnic minority communities should be involved in such training and experience.

51. That consideration be given by police services to promoting joint training with members of other organisations or professions otherwise than on police premises.

52. That the Home Office together with police services should publish recognised standards of training aims and objectives in the field of racism awareness and valuing cultural diversity.

53. That there should be independent and regular monitoring of training within all police services to test both implementation and achievement of such training.

54. That consideration be given to a review of the provision of training in racism awareness and valuing cultural diversity in local government and other agencies including other sections of the criminal justice system.

**Employment, Discipline and Complaints**

55. That the changes to Police Disciplinary and Complaints procedures proposed by the Home Secretary should be fully implemented and closely and publicly monitored as to their effectiveness.

57. That the police services should through the implementation of a code of conduct or otherwise ensure that racist words or acts proved to have been spoken or done by police officers should lead to disciplinary proceedings, and that it should be understood that such conduct should usually merit dismissal.

**Recruitment and Retention**

64. That the Home Secretary and police authorities’ policing plans should include targets for recruitment, progression and retention of ethnic minority staff. Police authorities to report progress to the Home Secretary annually. Such reports to be published.

65. That the Home Office and police services should facilitate the development of initiatives to increase the number of qualified ethnic minority recruits.
66. That HMIC include in any regular inspection or in a thematic inspection a report on the progress made by police services in recruitment, progression and retention of ethnic minority staff.

**Prevention and the Role of Education**

67. That consideration be given to amendment of the national curriculum aimed at valuing cultural diversity and preventing racism, in order to better reflect the needs of a diverse society.

68. That local education authorities and school governors have the duty to create and influence strategies in their schools to prevent and address racism. Such strategies to include:

- That schools record all racist incidents
- That all recorded incidents are reported to the pupils' parents/guardians, schools governors and LEAs
- That the numbers of racist incidents are published annually, on a school by school basis; and
- The numbers and self-defined ethnic identity of 'excluded' pupils are published annually on a school-by-school basis.

69. That OFSTED inspections include examination of the implementation of such strategies.

**Crime and Disorder Strategies**

70. That in creating strategies under the provisions of the Crime and Disorder Act or otherwise, police, local government and relevant agencies should specifically consider implementing community and local initiatives aimed at promoting cultural diversity and addressing racism and the need for focused, consistent support for such initiatives.
Policy, planning and service delivery

1. Prepare race equality scheme setting out how it intends to meet general and specific duties

2. Assess which functions and policies are relevant to the general duty, with regular subsequent reviews

3. Set out arrangements for assessing and consulting on the impact on the promotion of race equality, of policies it is proposing to adopt.

4. Set out arrangements for monitoring for any adverse impact on the promotion of race equality, of policies it has adopted or is proposing to adopt

5. Set out its arrangements for publishing the results of assessments, consultations, and monitoring for adverse impact

6. Set out arrangements for ensuring minority ethnic communities have access to information and services it provides

7. Set out arrangements for training staff on issues relevant to the duty to promote race equality.

Educational establishments

1. Prepare a written policy on race equality

2. Assess the impact of policies on minority ethnic pupils, staff and parents, with an emphasis on the attainment of minority ethnic pupils.

3. Monitor the levels of attainment of minority ethnic pupils, and the impact of its race equality policy on pupils, staff and parents.

Employment

1. Ethnically monitor staff (by grade) and applicants for jobs, promotion and training (in line with the lower tier of the CRE standard).

2. Ethnically monitor and analyse grievances, disciplinary action, performance appraisal (when this results in benefits or sanctions), training, dismissals and other reasons for leaving (in line with the requirements of the second tier of the CRE standard).

3. Publish annually the results of ethnic monitoring
# List of Departmental Contacts

<table>
<thead>
<tr>
<th>Department</th>
<th>Name</th>
<th>Telephone number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Central Services</td>
<td>John Kearsley</td>
<td>0113 247 4121</td>
</tr>
<tr>
<td>Leisure Services</td>
<td>Stuart Arnold</td>
<td>0113 247 8365</td>
</tr>
<tr>
<td>Contracting Services</td>
<td>Emma Kennedy</td>
<td>0113 247 5949</td>
</tr>
<tr>
<td>Education Department</td>
<td>Rehana Minhas</td>
<td>0113 214 4080</td>
</tr>
<tr>
<td>Social Services</td>
<td>Ghulam Hussain</td>
<td>0113 247 8650</td>
</tr>
<tr>
<td>CP &amp; R</td>
<td>Olinthia Herbert</td>
<td>0113 247 6018</td>
</tr>
<tr>
<td>Housing &amp; Environmental Health Services</td>
<td>Helen Correy</td>
<td>0113 214 5326</td>
</tr>
<tr>
<td>Central Personnel &amp; Training</td>
<td>Christine Atkinson</td>
<td>0113 247 4177</td>
</tr>
<tr>
<td>Planning Department</td>
<td>Margaret Horton</td>
<td>0113 247 5651</td>
</tr>
<tr>
<td>Highways &amp; Transportation</td>
<td>Derek Quinn</td>
<td>0113 247 5199</td>
</tr>
<tr>
<td>Department</td>
<td></td>
<td></td>
</tr>
<tr>
<td>IT Services</td>
<td>Alison Lenton</td>
<td>0113 224 3403</td>
</tr>
<tr>
<td>Legal Services</td>
<td>Ian Spafford</td>
<td>0113 247 4409</td>
</tr>
<tr>
<td>Training Department</td>
<td>Diana Smith</td>
<td>0113 247 8381</td>
</tr>
<tr>
<td>Finance Department</td>
<td>Christine Hutchinson</td>
<td>0113 247 4264</td>
</tr>
<tr>
<td>LDA</td>
<td>Anita Simmonds</td>
<td>0113 224 3880</td>
</tr>
</tbody>
</table>
List of the Council’s Functions which are Relevant to the General Duty to Promote Racial Equality

<table>
<thead>
<tr>
<th>Department</th>
<th>Function/service</th>
</tr>
</thead>
</table>
| Central Personnel & Training    | Personnel (Employment)  
                                 | Training and Development |
| Central Services                | Member Services  
                                 | Committee Services  
                                 | Lord Mayors Service  
                                 | Civic Buildings  
                                 | Peace and Emergency Planning Unit  
                                 | Registrars Service  
                                 | Equal Opportunities Unit  
                                 | Personnel and Finance |
| Community Planning and Regeneration | Youth Services  
                                 | Community Safety Unit  
                                 | Community Planning  
                                 | Customer Services  
                                 | Regeneration |
| Contracting Services            | Refuse Collection Agency  
                                 | Waste Management Agency  
                                 | Catering Agency  
<pre><code>                             | Building Agency |
</code></pre>
<table>
<thead>
<tr>
<th>Department</th>
<th>Function/service</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Education</strong></td>
<td>Strategic Management</td>
</tr>
<tr>
<td></td>
<td>School Improvement</td>
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<td></td>
<td>Special Education Provision</td>
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<td></td>
<td>Access</td>
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<tr>
<td><strong>Finance</strong></td>
<td>Audit Services</td>
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<tr>
<td></td>
<td>Revenue Collection (including Council Tax)</td>
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<tr>
<td></td>
<td>Student Support</td>
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<td></td>
<td>Leeds Benefit Services (include Housing Benefit)</td>
</tr>
<tr>
<td></td>
<td>Strategic Finance and Accounting</td>
</tr>
<tr>
<td></td>
<td>Technical Division</td>
</tr>
<tr>
<td></td>
<td>Capital and Treasury Management Division</td>
</tr>
<tr>
<td><strong>Highways &amp; Transportation</strong></td>
<td>Design Services</td>
</tr>
<tr>
<td></td>
<td>Traffic Management</td>
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<tr>
<td></td>
<td>Network Management (South)</td>
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<td></td>
<td>Transport Planning - Road Safety Promotion Group</td>
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<td></td>
<td>Policy Monitoring</td>
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<tr>
<td></td>
<td>Transport Planning - Policies &amp; Programmes Group</td>
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<tr>
<td></td>
<td>Network Management (North)</td>
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<td></td>
<td>Supertram Project</td>
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<td></td>
<td>Highways Help-line</td>
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<td></td>
<td>Reception</td>
</tr>
<tr>
<td></td>
<td>Environmental Studies – Noise Insulation, Disability Access &amp; Public Consultation</td>
</tr>
<tr>
<td></td>
<td>Transport Planning - Accident Studies Group</td>
</tr>
<tr>
<td>Department</td>
<td>Function/service</td>
</tr>
<tr>
<td>----------------------------------</td>
<td>-----------------------------------------------------------------------------------</td>
</tr>
</tbody>
</table>
| Housing                          | Environmental Health Services  
|                                  | Housing Management Services  
|                                  | Homeless Services  
|                                  | Financial Services  
|                                  | Housing and Environmental Health                                                  |
| IT                               | None                                                                              |
| Leeds Development Agency (LDA)   | Markets  
|                                  | Business and Enterprise  
|                                  | Property Services  
|                                  | Asset Management Unit  
|                                  | Project Development  
|                                  | Policy and Review  
|                                  | Support Services                                                              |
| Legal Services                   | Local Land Charges  
|                                  | Elections  
|                                  | Licensing  
|                                  | Procurement  
|                                  | Vehicle Licensing                                                              |
| Leisure Services                 | Leeds Library and Information Services  
|                                  | Sports Services  
|                                  | Arts, Events & Tourism  
|                                  | Library & Information Service  
|                                  | Parks and Countryside Services  
<p>|                                  | Museums and Art Galleries                                                     |</p>
<table>
<thead>
<tr>
<th>Department</th>
<th>Function/service</th>
</tr>
</thead>
</table>
| **Planning and Environment** | Development Control  
                     Building Control  
                     Forward Planning  
                     Environment City  
                     Environment Design Group  
                     Support Services |
| **Social Services** | Home Care  
                     Performance Review  
                     Finance  
                     Payroll  
                     Personnel  
                     Residential Child Care & Family Resource Centre  
                     Learning Disabilities (Adults)  
                     Fostering and Adoption  
                     Planning and Development  
                     Disability Services  
                     North West PCG Area  
                     Roundhay Area  
                     South Area  
                     York Towers (East Leeds)  
                     Residential Care (Adults)  
                     Day Care (Adults)  
                     Voluntary Sector Resource  
                     Training  
                     Family Placement  
                     Community Support Services for Older People  
                     Area Support Services  
                     Property, Transport and Catering  
                     Child Protection  
                     Youth Justice |
| **Training**     | Jobs First Programme (includes New Deal)  
                     People First Programme (includes PATH positive action scheme) |
List of Council Policies Relevant to the General Duty to Promote Racial Equality

The list of Council policies attached is an initial indicative list of policies that have been assessed as potentially being relevant to the general duty to promote race equality. It is acknowledged that the list may not be fully comprehensive, as new policies are created on an ongoing basis. There are also policies which have initially been included but which may be removed following consultation with the CRE. The list will therefore be continually reviewed and updated on an ongoing basis.

Note: The definition of ‘policy’ in the context in which it is used in this appendix is a broad inclusive one. It covers a range of tools that shape or determine the ways in which Council departments carry out their functions. It includes for example:

• policies (in the narrow sense of the term e.g. customer care policy)
• procedures
• strategies
• plans (e.g. service plans, best value plans)
• guidance manuals or other written guidelines
• codes of conduct
List of Council Policies Relevant to the General Duty to Promote Racial Equality

Central Personnel:
- R&S Code of Practice
- Removal and Relocation Scheme
- Working Arrangements
- Attendance at Work
- Parental Policies
- Travel & Subsistence
- Conduct
- Capability
- Grievance
- Re-grading
- Post Entry Training
- Equal Opportunities Policy Statements
- Use of Information and Technology
- Integrated Health Policies
- Redeployment, VER and Severance
- Appraisal
- Induction
- Secondments

Central Services:
- Department Plan
- Equality Action Plan
- Lord Mayor’s Office Service Plan
- Members Services Service Plan
- Committee Services Service Plan
- Registration Service Service Plan
- Peace & Emergency Planning Service Plan
- Civic Buildings Service Plan
- Personnel & Finance Service Plan
- Equal Opportunities Service Plan
- Staff Appraisal and Development Scheme
- EFQM Strategy
- ISO 9000 Quality Procedures
- Leeds City Council Constitution
- Members Code of Conduct
- Corporate Equal Opportunities Policies and Strategies

Community Planning & Regeneration:
- Customer Services Strategy
- Leeds Community Safety Strategy
- One Stop Shops
- Anti-Social Behaviour Sub-Group
- Community Safety Steering Group – South Leeds
- Youth Service
- Ethnic Minority Football Equality Group
- Special Needs Playscheme Working Group
SRB4 Interagency Planning Group – South Leeds
Youth Crime Task Group
Children’s Inter-Agency Planning Group
Drug Action Team Strategy Implementation Group
Lead Officer, Inner North East (non-SRB) Family of Schools
New Start Steering
Youth Crime Policy Strategy Group
Youth Homeless Forum
Youth Inclusion Steering Group (Middleton Ward)
Youth Offending, Team Steering and Planning Group
Community Planning
Community Planning Senior Management Group
Seacroft SRB Round 5
Best Value: Community Safety (Holbeck Division)
Early Years Development & Childcare Partnership
Grant Aid Policy
Information and Advice Provision
Access to Services
Partnerships
Performance monitoring
Communication
Human resources
Customer Related Management Software
Joint Care Management
DETR Single Regeneration Budget Guidance Manual
Evaluation Framework
Section 17 of the Crime and Disorder Act 1998
Community Planning Service Plan
Operating protocols for CITs
CIT priorities budget guidance
Community plans

**Contracting Services:**
Refuse Collection Agency Best Value Improvement Plan
Departmental Plan 2001-2004
Waste Management Agency Best Value Improvement Plan
Draft Integrated Waste Strategy
Departmental Quality & Environmental Policy

**Education Leeds:**
Education Leeds Strategic Plan
Education Development Plan
Education Leeds Service Plan
Framework for School Improvement
Quality Standards Framework
Ethnic Minority Achievement Grant Plan
Travellers Education Plan
Behaviour Support Plan
Employee Development Policy
Performance Management Framework
Human Resources Recruitment and Retention Plan
Race Equality Action Plan
Strategy for Social Inclusion
School Improvement Initiatives

**Finance:**
- Annual Accounts
- Code of Practice for Departmental Heads of Finance
- Capital Programme Appraisal Procedures
- Taxation – Training Manual
- Minimum Standards of Reporting to DMT
- Equal Access
- Customer Service / Customer Care strategy
- Customer Complaints Procedure
- Best Value Plans
- Hardship Procedure
- Code of Conduct
- Housing Benefit General Regulations
- Discretionary Housing Payments
- Counter Fraud Strategy
- Overpayment Policy
- Verification Framework
- Appeals Procedure
- Visiting Policy
- Telephone – Interpretation for customers whose first language is not English.
- Customer Satisfaction Survey
- Equal Access Strategy
- Higher Education Student Support
- The Education Maintenance Allowance Pilot Scheme
- Fraud and Corruption Policy
- Whistle blowing Policy
- Interviews where fraud is suspected

**Highways & Transportation**
- Highway Maintenance Policy Statement and Plan
- Street Lighting Policy Statement and Plan
- Winter Maintenance Policy Statement
- Winter Maintenance Plan
- West Yorkshire Local Transport Plan
- Network Management Service Plan
- Highway Maintenance Best Value Review Action Plan
- Road Safety Strategy
- Leeds Pedestrian Action Plan
- West Yorkshire Pedestrian Strategy
- West Yorkshire Cycling Strategy
- Pedestrian Crossing Assessment
- Environmental Studies
- Road Accident Studies
- Road Safety Promotion
- Policy Monitoring
- Reception of visitors policy
To promote equal opportunities for access to transport

**Housing and Environmental Services:**

- Environment Enforcement Policy
- Housing Allocations Policy
- Housing Empty Properties Strategy
- Housing Strategy 1999/00 – 2001/02
- Tenant Involvement Strategy
- Commissioning Framework for People with a Physical Disability
- Housing & Community Care Strategy
- Leeds City Housing Forum
- Rough Sleepers Strategy
- Home Energy Conservation Act (HECA)
- Capital Programme Manual
- Supported Housing Strategy
- Leeds Partnership Charitable Homes
- Tenant Compacts

**LDA:**

- LDA Departmental Plan
- Health & Safety Policy
- The Department’s Procedures Handbook
- Economic Development Strategy
- Racial Harassment Policy
- Disposals of Land at Less Than Best Consideration Policy
- Markets Service Plan
- Stalls Letting Policy
- Stall Alteration Policy
- Licensing Policy
- Property Services Divisional Plan
- Racial Harassment Procedure- ESTATE
- Business & Enterprise Service Plan
- Asset Management Unit Service Plan
- Corporate Asset Management Plan (Incorporating the Capital Strategy
- Project Development Service Plan
- Policy and Review Service Plan
- LDA Asset Management Plan
- Support Services Divisional
- Departmental Information & Communications Strategy

**Legal Services:**

- Local Land Charges
- Procurement
- Elections
- Licensing
- Vehicle Licensing
Leisure Services:
Library Services Annual Plan
Stock Management Policy
Internet Access Policy
Library Services Annual Training Plan Access Strategy
Museums and Galleries Access Policy
Museums & Galleries Acquisition and Disposal Policy 1998 – 2003
Access to the Countryside Strategy
Arts & Heritage Strategy
Leeds Conservation Strategy
Library Development Plan
Public Rights of Way Milestone Statement
Sports Strategy
Museums and Galleries Forward Plan
Access to the Countryside Strategy
Leeds Countryside Strategy
Tourism Promotional Plan (Annual)

Planning and:
Environment
Consideration and determination of planning applications
Pre-Applications
Enforcement
Deposit and determination of building regulation applications
Naming and numbering of streets
Control of delapitated and dangerous structures
Control of demolition
Safety at sports grounds and related activities
Planning Enforcement Policy
Consultancy Services
Unitary Development Plan
Supplementary Planning Guidance
Implementation
Corporate activity
Town centre strategies
Census & other duties

Social Services:
Commissioning Framework for Older People
Commissioning Framework for People with Learning Difficulties
Commissioning Framework for Respite Care
Children’s Services Plan
Leeds Drug Strategy
Youth Justice Plan
Health Improvement Programme
Joint Health Strategy
Leeds Health Action Zone
Joint Strategic Planning Function
Women and Violence (Leeds Inter Agency Project)
Joint Investment Plans
Mental Health NSF Delivery Plan
Older People NSF Delivery Plan
Community Equipment / Service Guidance
Adult Services Procedure Manual Community Care Plans
Communication Strategy
Consultation with Carers and Service Users Strategy
Carer Strategy
Family Support Annual Report
Volunteers and Volunteering Strategy
Service Portfolio
Workforce Development Plan
Personnel Manual for Policies and Procedures
Departmental Action Plan
Human Resources Strategy
Equality of Opportunity Strategy
Best Value Review for Older People
Harassment and Discrimination Strategy
Adoption Strategy
Action Plan to address the issues in Triennial Review of Leeds as an Adoption Agency
Customer Services Strategy 1999/2002-04-23
Better Care Higher Standards Charter
Children's Fund Delivery Plan
Children – Framework for the Assessment of Children in Need and their Families
Community Care Plans

**Training:**

Quality Assurance Policy
Trainee Feedback Policy
Employer Feedback Policy
Management of Training Policy
Marketing Policy
Staff Communication Policy
Key and Basic Skills Policy
Staff Appraisal Policy
Staff Development Policy
Equal Opportunities Policy
Contracting and Sub Contracting Policy
Trainee / Client Support Policy
Current Development Policy
Communication Policy
List of Documents Referred to in the Scheme that are Currently Available from the Council’s Website

1. Equal Opportunities Policy www.leeds.gov.uk/equalopps
4. Terms of Reference for Equality Champions www.leeds.gov.uk/equalopps

Note: More documents referred to in the scheme will be placed on the website over the next few months.
List of Useful Contacts

- **LCC Central Equal Opportunities Unit**
  Equal Opportunities Unit - Ground Floor
  Civic Hall
  Leeds
  LS1 1UR
  0113 247 4190
  E-mail: equalopps@leeds.gov.uk
  
  Brief description: The Equal Opportunities Unit provide a high quality service to the council on equal opportunities issues. The Unit was set up in 1983 and its role is to provide advice, information and support to Council departments and services on equality issues.

- **LCC Community Safety Unit**
  3rd Floor
  2 Great George Street
  Leeds
  LS2 8BA
  Tel: 0113 247 5610
  Email: community.safety@leeds.gov.uk
  
  Brief description: Services and drives the Leeds Community Safety Strategy and Partnership. It incorporates the drug action team, anti-social behaviour unit and Leeds Inter-Agency Project (women & Violence).

- **LCC Graffiti Removal Service**
  Tel: 0113 247 5500
  
  Brief description: Responsible for removing graffiti and unlawful fly posting throughout the city, including racist graffiti.

- **LCC Interpretation and Translation Unit**
  116 York Rd
  Leeds
  LS9 9AA
  0113 240 6076
  Email: nazakat.hussain@gov.uk
  
  Brief description: The aim of the unit is to enable Council departments to make information and services consistently accessible to a wide range of local minority ethnic communities. Its role is to ensure the Council’s approach to interpreting and translation is co-ordinated, quality assured and consistently implemented in all Council departments.
• **Leeds Interpreting and Translation Service (LITS)**

Centenary House  
North Street  
Leeds  
LS2 8JS  
0113 242 4311

Brief description: Provides translation, proof-reading, word processing and interpreting services in a wide range of languages.

• **Advocacy Service**

170 Roundhay Road  
Leeds  
LS8 5AJ  
0113 235 1877  
Email: mussaratkhan82@msn.com

Brief description: Provides an advocacy service on health and social issues for the Pakistani, Bangladeshi and Chinese communities.

• **Leeds Racial Equality Council**

Centenary House  
North Street  
Leeds  
LS2 8JS  
0113 243 8421  
Email: leedsrec@btinternet.com

Brief description: Aims to work towards the elimination of racial discrimination and to promote equality of opportunity and good relations, between persons of different racial groups without distinction of sex, race or of political, religious or other opinions.

• **Leeds Racial Harassment Project**

Chel Business Centre  
Roundhay Road  
Leeds  
0113 293 5100  
Email: smeer@chel93.fsnet.co.uk

Brief description: Challenges racial harassment and provides support and assistance to victims of racial harassment.
• **Connecting Communities**

  Centenary House  
  North Street  
  Leeds  
  LS2 8AY  
  0113 243 8422  
  Email: admin@leedsconnectingcommunities.com

  Brief description: Works specifically with BME communities who are deemed ‘hard to reach’. The project largely assists in building the capacity of smaller BME projects/groups in Leeds who have one or no paid worker. Project aims to sustain funding for black and minority ethnic communities by providing support and assistance on funding issues. It also provides support in building the capacity of management committees.

• **Positive Action Training in Housing Scheme (PATH)**

  29 Harrogate Road  
  Chapel Allerton  
  Leeds  
  LS7 3PD  
  0113 262 4600  
  Email: path.yorkshire@btopenworld.com

  Brief description: PATH (Yorkshire) Limited provides quality vocational training, education and career opportunities, in all areas of employment.
Glossary

**BME Communities**

Refers to black and minority ethnic communities.

**Corporate**

Refers to the council as a whole organisation (as opposed to council departments), or a central approach.

**CRE**

Refers to the Commission for Racial Equality.

**Dissemination of good practice**

Means the sharing and publicising of effective practice.

**Duty to promote race equality**

Means the general duty (see below), unless the context suggests otherwise.

Any specified public body shall in the carrying out of its functions, have due regard to the need to

a) Eliminate unlawful racial discrimination; and

b) Promote equality of opportunity and good race relations between persons of different racial groups

When used in the plural i.e. duties to promote racial equality, it means the general and specific duties.

**Education Development Plan (EDP)**

Plans which LEAs are under a statutory duty to produce to describe how education services will be delivered.

**Equality Action Plan (EAP)**

Refers to the Equality Action Plans, that all Council departments are required to prepare annually to progress equality issues.

**Ethnic monitoring**

The process of collecting and analysing information about people’s racial or ethnic origins to see whether all groups are fairly represented.
Functions

Means the full range of the Council’s duties and powers. In some contexts, it particularly refers to the Council’s services (as in Appendix 5 for example).

General duty

Means the duty stated in section 71(1) of the Race Relations Act (see ‘duty to promote race equality’ above).

Hypotheses

Means explanations or theories based on analysis of data and pupil progress trends

Impact Audit

Refers to the thorough review process which all council departments and services went through during 2001/2002 to assess and improve performance on race issues.

Local Public Service Agreements (LPSA)

An agreement made between local government and central government to stretch targets in order to improve services

Pedagogy

Refers to the principles, practice or profession of teaching

Peripatetic Team

Education Staff who are not located in one school but work across several schools giving support to pupils and staff.

Policies

Means the formal and informal decisions about how a public authority carries out its duties and uses its powers, unless the context indicates otherwise.

Positive action

Means action permitted by the Race Relations Act 1976 that allows a person to:

- Provide facilities to meet the special needs of people from particular racial groups in relation to their training, education or welfare (section 35); and
- Target job training at people from racial groups that are under-represented in a particular area of work, or encourage them to apply for such work.
**Procurement**

Means the contractual or other arrangements made by a public authority to obtain goods, works or services from an outside organisation.

**Promotion of race equality**

Means that public authorities should have ‘due regard to the need’, in everything they do, to:

- Tackle racial discrimination;
- Promote equality of opportunity; and
- Promote good relations between people from different racial groups.

**Public authority**

Means a body named, defined or described in schedule 1A to the Race Relations (Amendment) Act 2000 or, depending on the context, a body named, defined or described in one of the schedules to the Race Relations Act 1976 (Statutory Duties) Order 2001.

**Public functions**

Means functions that affect, or are likely to affect, the public or a section of the public.

**Racial group**

Means a group of people defined by their race, colour, nationality (including citizenship), ethnic or national origins.

**Specific duty**


**Stakeholders**

Means individuals, groups, or organisations who have a stake or interest in how the Council carries out its functions and delivers its services.

**Stephen Lawrence Inquiry**

Refers to the public inquiry into the death and subsequent investigation of the murder of Stephen Lawrence.