RACE EQUALITY SCHEME 2007 – 10
PART TWO: APPENDICES

APPENDIX I: DEPARTMENTAL FUNCTIONS AND POLICIES

		Dept.
1.1	ENVIRONMENT, CULTURE & PUBLIC PROTECTION	ECPP
1.2	CHILDREN, YOUNG PEOPLE AND LEARNERS	CYPL
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Appendix 1.1: ENVIRONMENT, CULTURE AND PUBLIC PROTECTION (ECPP)

Functions	Policies and practices	Status of policy or practice	Internal or external policy recipients	Relevance				Scheduled for impact assessment	Review schedule	Racial groups of policy recipients	Evidence to justify priority level
				Link to the three aspects of general duty	Potential to affect racial groups differently	0= None 1= A little 2= Some 3= Substantial	Priority Level				
The duty **A**: Eliminate unlawful racial discrimination **B**: Promote equality of opportunity, and **C**: Promote good relations between people of different racial groups											
Relevance is linked to initial or full impact assessment											
Arts											
Direct arts facilities and activities at Croydon Clocktower	Cultural Strategy, Service Plan	Ongoing	External	All	2	2		2008/09	2009/10	All	Positive activities already provided. Review not urgent.
Arts programme	Cultural Strategy, Service Plan	Ongoing	External	All	2	2		2008/09	2009/10	All	Positive activities already provided. Review not urgent.
A programme of arts outreach/education activities	Cultural Strategy, Service Plan	Ongoing	External	All	2	2		2008/09	2009/10	All	Positive activities already provided. Review not urgent.
A programme of training and information exchange	Cultural Strategy, Service Plan	Ongoing	External	All	2	2		2008/09	2009/10	All	Positive activities already provided. Review not urgent.
A programme of grant aid	Cultural Strategy, Service Plan	Ongoing	External	B, C	2	2		2008/09	2009/10	All	Positive activities already provided. Review not urgent.

The Special Events programme	Cultural Strategy, Service Plan	Ongoing	External	All	1	2	2008/09	2009/10	All	Positive activities already provided. Review not urgent.
Management of a range of community facilities	Cultural Strategy, Service Plan	Ongoing	External	All	2	2	2008/09	2009/10	All	Facilities used to a wide range of communities.
Hire for events include ???????	Cultural Strategy, Service Plan	Ongoing	Both	All	2	2	2008/09	2009/10	All	Facilities used to a wide range of communities.
Community Development (Arts)										
Participatory and community opportunities	Cultural Strategy, Public Art Strategy	Ongoing	External	All	1	3	2009/10	2010/11	All	Positive activities already provided. Review not urgent.
Support for voluntary and community groups involved in arts activities	Cultural Strategy, Public Art Strategy	Ongoing	External	All	1	3	2009/10	2010/11	All	Positive activities already provided. Review not urgent.
Support an exhibition programme from community organisations and artists	Cultural Strategy, Public Art Strategy	Ongoing	External	All	2	2	2008/09	2009/10	All	Positive activities already provided. Review not urgent.
Support and advice for local artists and voluntary organisations	Cultural Strategy, Public Art Strategy	Ongoing	External	All	1	3	2009/10	2010/11	All	Positive activities already provided. Review not urgent.
Museums										
Temporary Exhibitions Programme	Croydon Museum Service	Ongoing	External	B, C	2	2	2008/09	2009/10	All	Positive activities already

	Exhibitions Policy									provided. Review not urgent.
Museum of Croydon	Croydon Museum Service Access Policy	Ongoing	External	All	2	1	2007/08	2008/09	All	High priority given as the museum is new and will be reviewed at the end of its first year. The EIA will be completed as part of that review.
The Riesco Gallery	Croydon Museum Service Access Policy	Ongoing	External	B, C	1	3	2009/10	2010/11	All	Positive activities already provided. Review not urgent.
Museum Collections care and management	Collections Policy	Ongoing	External	B	0	3	2009/10	2010/11	All	Positive activities already provided. Review not urgent.
Education services	Croydon Museum Service Access Policy	Ongoing	External	All	0	3	2009/10	2010/11	All	Positive activities already provided. Review not urgent.
Advice on heritage initiatives.	Croydon Museum Service Access Policy	Ongoing	External	B, C	0	3	2009/10	2010/11	All	Positive activities already provided. Review not urgent.
Library Service										
Non-fiction books	Library Strategy	Ongoing	External	All	0	3	2009/10	2010/11	All	Library stock selection

										already involved all areas of the community, including race and disability. Review not urgent.
Fiction books in hardback and paperback	Library Strategy	Ongoing	External	All	0	3	2009/10	2010/11	All	Library stock selection already involved all areas of the community, including race and disability. Review not urgent.
A stock circulation system for both adult and children's titles	Library Strategy	Ongoing	External	All	0	3	2009/10	2010/11	All	Stock circulation system already includes stock in community languages. Review not urgent.
Reader development support	Library Strategy	Ongoing	External	All	0	3	2009/10	2010/11	All	Reading groups already include reading groups from a variety of communities. Review not urgent.
Books for children from birth to teenage	Library Strategy	Ongoing	External	All	0	3	2009/10	2010/11	All	Library stock selection already involved all areas of the community, including race

										and disability. Review not urgent.
Wordwise collections, for children with dyslexia, in several libraries	Library Strategy	Ongoing	External	All	0	3	2009/10	2010/11	All	Stock already provided for children with dyslexia. Review not urgent.
Newspapers and magazines in all libraries	Library Strategy	Ongoing	External	All	0	3	2009/10	2010/11	All	Library stock selection already involved all areas of the community, including race and disability. Review not urgent.
Books, leaflets, newspapers and magazines and ongoing information in community languages	Library Strategy	Ongoing	External	All	0	3	2009/10	2010/11	All	Library stock selection already involved all areas of the community, including race and disability. Review not urgent.
DVDs, videos and talking books available in all libraries.	Library Strategy	Ongoing	External	All	0	3	2009/10	2010/11	All	Library stock selection already involved all areas of the community, including race and disability. Review not urgent.
Support for children's learning	Library Strategy	Ongoing	External	All	0	3	2009/10	2010/11	All	Learning support

										available in all areas of the borough to the whole community. Review not urgent.
Free information leaflets	Library Strategy	Ongoing	External	All	0	3	2009/10	2010/11	All	Information leaflets available to the whole community, including community-specific information. Review not urgent
ICT learning centres	Library Strategy	Ongoing	External	All	1	2	2008/09	2009/10	All	Priority based on the accessibility to disabled people.
Specialist reference and information services	Library Strategy	Ongoing	External	All	0	3	2009/10	2010/11	All	Information available to the whole community. Review not urgent.
Enquiries answered on a range of topics	Library Strategy	Ongoing	External	All	0	3	2009/10	2010/11	All	Enquiries service available to the whole community. Review not urgent.
Informed referral to information and advice agencies	Library Strategy	Ongoing	External	All	0	3	2009/10	2010/11	All	Service actively assists the community to access advice and

										information. Review not urgent.
A web-accessible community information database	Library Strategy	Ongoing	External	All	0	3	2009/10	2010/11	All	Access available to all. Review not urgent.
Visits by specialist staff to customers in the community	Library Strategy	Ongoing	External	All	0	3	2009/10	2010/11	All	Staff already visit community groups. Review not urgent.
Information and advice sessions from agencies	Library Strategy	Ongoing	External	All	0	3	2009/10	2010/11	All	Agencies come into libraries to provide the community with information. Review not urgent.
Display facilities in all libraries for individuals and local organisations	Library Strategy	Ongoing	External	All	0	3	2009/10	2010/11	All	Local organisations already provide the community with information. Review not urgent.
Access to the national and international library resource network	Library Strategy	Ongoing	External	All	0	3	2009/10	2010/11	All	Access already available to all. Review not urgent.
Mobile library service	Library Strategy	Ongoing	External	All	0	3	2009/10	2010/11	All	Mobile service available to all customers who need the service, across the borough. Review not urgent.
The housebound and visually impaired library service	Library Strategy	Ongoing	External	All	0	3	2009/10	2010/11	All	Service available to all customers who

										need the service, across the borough. Review not urgent.
Sports Parks and Recreation										
Swimming pools and leisure centres	Leisure Centre Strategy	Ongoing	External	All	2	3	2009/10	2010/11	All	Single sex sessions already available in the north of the borough. Other centres due for refurbishment, and review will happen then.
Sport in parks	SPA Strategy, OS Strategy	Ongoing	External	All	0	3	2009/10	2010/11	All	Parks available to all community groups. Review not urgent.
Maintenance and management of Croydon Arena running track	SPA Strategy, OS Strategy	Ongoing	External	All	0	3	2009/10	2010/11	All	Low impact on community groups. Review not urgent.
Allotments	OS Strategy	Ongoing	External	All	0	1	2007/08	2008/09	All	Priority 1 given due to impact on disabled groups rather than racial.
Maintenance and management of park buildings and properties	OS Strategy	Ongoing	External	All	2	1	2007/08	2008/09	All	Links with the work of the probation service and rehabilitation of offenders.
Sports development	SPA Strategy	Ongoing	External	All	0	3	2009/10	2010/11	All	Sports development already provides programmes

										for community groups. Review not urgent.
Maintenance and management of tennis and other games courts	SPA Strategy, OS Strategy	Ongoing	External	All	0	3	2009/10	2010/11	All	Low impact on community groups. Review not urgent.
Grounds maintenance and horticultural services	OS Strategy	Ongoing	External	All	0	3	2009/10	2010/11	All	Low impact on community groups. Review not urgent.
Sports grants for elite athletes	SPA Strategy	Ongoing	External	All	0	3	2009/10	2010/11	All	Low impact on community groups. Review not urgent.
Maintenance and management of open countryside	OS Strategy	Ongoing	External	All	0	3	2009/10	2010/11	All	Open space available to all community groups. Review not urgent.
Maintenance and management of over 120 individual open space sites	OS Strategy	Ongoing	External	All	0	3	2009/10	2010/11	All	Open space available to all community groups. Review not urgent.
Maintenance and management of children's playgrounds and play areas	SPA Strategy, OS Strategy, Play Strategy	Ongoing	External	All	1	2	2008/09	2009/10	All	Low impact on specific community groups. Review not urgent.
Active Lifestyles and Health Living Centres	SPA Strategy	Ongoing	External	All	0	3	2009/10	2010/11	All	Available to the whole community. Review not urgent.
Maintenance and management of ornamental gardens	OS Strategy	Ongoing	External	All	0	3	2009/10	2010/11	All	Available to all community groups. Review not urgent.
Trees and maintenance and management of	OS Strategy	Ongoing	External	All	0	3	2009/10	2010/11	All	Available to all community

woodlands										groups. Review not urgent.
High hedges dispute adjudication	OS Strategy	Ongoing	External	None	0	3	2009/10	2010/11	All	Low impact on specific community groups. Review not urgent.
Nature Conservation areas	OS Strategy	Ongoing	External	All	0	3	2009/10	2010/11	All	Low impact on specific community groups. Review not urgent.
Maintenance and management of teenage facilities	SPA Strategy, OS Strategy, Play Strategy	Ongoing	External	All	0	3	2009/10	2010/11	All	Available to all community groups. Review not urgent.
Play	Play Strategy	Ongoing	External	All	0	3	2009/10	2010/11	All	Available to all community groups. Review not urgent.
Parking Service										
Design and implementation of controlled parking schemes and consultation with residents and customers including disabled bays outside homes	Service Plan	Ongoing	External	B	1	3	2009/10	2010/11	All	Available to all community groups. Review not urgent.
Provision of school crossing patrol service	Service Plan	Ongoing	External	None	0	3	2009/10	2010/11	All	Available to all community groups. Review not urgent.
Transport Management										
Ensures vehicles are supplied to transport people with special needs	Service Plan	Ongoing	Internal	None	0	3	2009/10	2010/11	All	Available to the groups which need them. Review not urgent.

Supplies advice to council departments on legal and safety requirements of driving and operating vehicles.	Service Plan	Ongoing	Internal	A, B	1	2	2008/09	2009/10	All	Internal customers based on services provided not on race etc. Review not urgent.
Organises driving assessments for drivers from council departments, local schools and voluntary organisations	Service Plan	Ongoing	Internal & external	B	0	3	2009/10	2010/11	All	Available to customers based on services provided not on race etc. Review not urgent.
Maintenance of all council-owned plant items and vehicles	Service Plan	Ongoing	Internal	None	0	3	2009/10	2010/11	All	Maintenance issue. Review not urgent.
Highways Maintenance										
Process public liability claim on the highway	Service Plan	Ongoing	External	B	1	2	2008/09	2009/10	All	Service available to all. Review not urgent.
Monitoring Contractors/DSO working on the highway	Service Plan	Ongoing	External	B	0	3	2009/10	2010/11	All	Service available to all. Review not urgent.
Monitoring statutory undertakers' works	Service Plan	Ongoing	External	B	0	3	2009/10	2010/11	All	Service available to all. Review not urgent.
Street lights	Public Realm Strategy, Service Plan	Ongoing	External	B	0	3	2009/10	2010/11	All	Service available to all. Review not urgent.
Construction of vehicle crossovers to residents for off-street parking	Service Plan	Ongoing	External	B	0	3	2009/10	2010/11	All	Service available to all. Review not urgent.
Winter maintenance	Service Plan	Ongoing	External	B	0	3	2009/10	2010/11	All	Service

										available to all. Review not urgent.
Emergency response (potholes etc)	Service Plan	Ongoing	External	B	0	3	2009/10	2010/11	All	Service available to all. Review not urgent.
Street furniture maintenance	Public Realm Strategy, Service Plan	Ongoing	External	B	0	3	2009/10	2010/11	All	Service available to all. Review not urgent.
Drainage works (improvement & cleansing works)	Service Plan	Ongoing	External	B	0	3	2009/10	2010/11	All	Serevice available to all. Review not urgent.
Streetscene										
Road & pavement condition and maintain safety on the highway	Public Realm Strategy	Ongoing	External	B	2	2	2008/09	2009/10	All	Service available to all. Review not urgent.
Street cleansing	Public Realm Strategy	Ongoing	External	B	1	3	2009/10	2010/11	All	Service available to all. Review not urgent.
Refuse collection	Waste Strategy	Ongoing	External	B	0	3	2009/10	2010/11	All	Service available to all. Review not urgent.
Kerbside recycling	Waste Strategy, Recycling Plan	Ongoing	External	B	0	3	2009/10	2010/11	All	Service available to all. Review not urgent.
Street signage	Public Realm Strategy	Ongoing	External	B	0	3	2009/10	2010/11	All	Service available to all. Review not urgent.
Highway nuisances and enforcement	Service Plan	Ongoing	External	NONE	0	3	2009/10	2010/11	All	Service available to all. Review not urgent.
Horticultural	Public	Ongoing	External	B, C	0	3	2009/10	2010/11	All	Service

maintenance	Realm Strategy									available to all. Review not urgent.
Graffiti removal	Public Realm Strategy	Ongoing	External	All	1	3	2009/10	2010/11	All	Service available to all and priority given to offensive (including racist) graffiti. Review not urgent.
Waste Management										
Public conveniences	Service Plan	Ongoing	External	C	2	1	2007/09	2008/09	All	Priority 1 given due to impact on disabled groups rather than racial.
Neighbourhood Recycling centres	Waste Strategy, Recycling Plan	Ongoing	External	C	2	1	2007/09	2008/09	All	Priority 1 given to ensure that all of the community has access to NRC in their local area, as well as access by groups other than racial.
Borough re-use and recycling centres	Waste Strategy, Recycling Plan	Ongoing	External	C	1	3	2009/10	2010/11	All	Service available to all. Review not urgent.
Specialist Pollution										
Identifying all contaminated land and ensuring it is cleaned up	Air Quality Action Plan	Ongoing	External	B, C	0	2	2008/09	2009/10	All	Service available to all. Review not urgent.
Running an air pollution monitoring network and issuing air quality information, alerts and	Air Quality Action Plan	Ongoing	External	B, C	0	1	2007/09	2008/09	All	Ensuring that the whole community has access to air

health advice to the public										quality alerts.
Drawing up policies and implementing plans to reduce air pollution	Air Quality Action Plan	Ongoing	External	B, C	0	1	2007/09	2008/09	All	Priority given due to the effect air quality has on other groups, such as disabled.
Licensing and inspecting industrial plant which emits air pollution	Air Quality Action Plan	Ongoing	External	B, C	0	1	2007/09	2008/09	All	See above.
Monitoring the quality of public drinking water	Service Plan	Ongoing	External	B, C	0	2	2008/09	2009/10	All	Service available to all. Review not urgent.
Responding to environmental emergencies such as chemical spills and leaks	Service Plan	Ongoing	External	B, C	0	3	2009/10	2010/11	All	Service available to all. Review not urgent.
Carrying out environmental assessments of the planning applications	Service Plan	Ongoing	Internal	B, C	0	2	2008/09	2009/10	All	Service based on environmental impact. Review not urgent.
Bereavement Services										
Grave choice	Service Plan	Ongoing	External	A	0	3	2009/10	2010/11	All	Service available to all. Review not urgent.
High cost of burial compared to cremation	Service Plan	Ongoing	External	A, B	2	2	2008/09	2009/10	All	Priority 2 due to limited impact on some groups.
Memorial choice	Service Plan	Ongoing	External	A	3	1	2007/09	2008/09	All	To ensure that all cultures and religions are able to have a choice of memorial.

Access	Service Plan	Ongoing	External	B	3	1	2007/09	2008/09	All	To ensure that the chapel is accessible to disabled groups.
Chapels for funeral services	Service Plan	Ongoing	External	A	3	1	2007/09	2008/09	All	To ensure that all cultures and racial groups are able to use the chapels.
Funeral bookings (weekends etc)	Service Plan	Ongoing	External	A, C	3	1	2007/09	2008/09	All	To enable religious groups to be able to have a funeral within religious and cultural time limits.
Social grounds contract	Service Plan	Ongoing	External	A, B	3	1	2007/09	2008/09	All	To ensure that the employment of disabled workers continues.
Impact of pandemic plan	Service Plan	Ongoing	External	C	3	1	2007/09	2008/09	All	The EIA will be carried out as part of the review of the plan.
Availability of toilets	Service Plan	Ongoing	External	A, B	3	1	2007/09	2008/09	All	Linked to the impact on disabled customers.
Community Protection										
Community Safety and Street Wardens	Crime Reduction Strategy, Community Safety Services Business	Ongoing	External	All	3	2	2008/09	2009/10	All	Service available to all, but targeted at problem areas, and may treat some communities

	Plan									differently to others, but in a positive way.
Anti-Social Behaviour Co-ordination Unit	Crime Reduction Strategy, Community Safety Services Business Plan	Ongoing	External	All	3	2	2008/09	2009/10	All	Priority 2 given as some communities may need support more than others.
Noise Pollution Team	Crime Reduction Strategy, Community Safety Services Business Plan	Ongoing	External	All	3	2	2008/09	2009/10	All	Service available to all. Review not urgent.
Mobile Enforcement	Crime Reduction Strategy, Community Safety Services Business Plan	Ongoing	External	All	3	2	2008/09	2009/10	All	Service available to all. Review not urgent.
Management of the borough's CCTV Network	Crime Reduction Strategy, Community Safety Services Business Plan	Ongoing	Internal & external	All	2	3	2009/10	2010/11	All	Service available to all. Review not urgent.
Commercial Services										
Food Team	Enforcement Policy	Ongoing	External	All	0	3	2009/10	2010/11	All	Service available to all. Review not urgent.
Trading Standards	Enforcement	Ongoing	External	None	0	3	2009/10	2010/11	All	Service

	Policy									available to all. Review not urgent.
Occupational safety	Enforcement Policy	Ongoing	Internal & external	None	0	3	2009/10	2010/11	All	Service available to all. Review not urgent.
Licensing	Licensing Policy, Enforcement Policy	Ongoing	External	None	0	3	2009/10	2010/11	All	Service available to all. Review not urgent.

Appendix 1.2: CHILDREN, YOUNG PEOPLE AND LEARNERS (CYPL)

Functions	Policies and practices	Status of policy or practice	Internal or external policy recipients	Relevance				Scheduled for impact assessment	Review schedule	Racial groups of policy recipients	Evidence to justify priority level
				Link to the three aspects of general duty	Potential to affect racial groups differently	0=None 1=A little 2=Some 3=Substantial	Priority Level				
The duty **A**: Eliminate unlawful racial discrimination **B**: Promote equality of opportunity, and **C**: Promote good relations between people of different racial groups											
Relevance is linked to initial or full impact assessment											
BME achievement	Early Years and Childcare Strategy, School Improvement Strategy	Revision of strategies in autumn 2007	Both	All		3	High	Dates to be identified as part of ongoing process driven by an exchange between service users/carers and service providers	By December 2007	All	Evidence of increased exclusion of Early Years pupils from learning activities and from participation in Early Years settings and classes.
Exclusions	Please see action plan re exclusions	New policy drafted in response to clarification requested by CRE, published spring 2007	Both	All		3	High	Termly	December 2008	All	Data collected and collated by council continues to show marked over-representation of Black African and Black Caribbean heritage pupils and a lack of rigorous analysis at school level.
Creating a stable and representative workforce - teacher recruitment and retention	Teacher Recruitment Strategy	Strategy revised, Action Plan begun	Both	B, C		3	High	Year 1		All	Teacher turnover is higher than in other similar authorities; teaching force is not representative of either adult or child population of Croydon.

Functions	Policies and practices	Status of policy or practice	Internal or external policy recipients	Relevance				Scheduled for impact assessment	Review schedule	Racial groups of policy recipients	Evidence to justify priority level
				Link to the three aspects of general duty	Potential to affect racial groups differently	0=None 1=A little 2=Some 3=Substantial	Priority Level				
The duty **A**: Eliminate unlawful racial discrimination **B**: Promote equality of opportunity, and **C**: Promote good relations between people of different racial groups											
Relevance is linked to initial or full impact assessment											
Youth Offending Team and YISP	Youth Justice Plan	Current	Both	B,C	3		High	2007/08		All	Community safety and community cohesion are key priorities. Minority groups particularly Black British young men are over-represented in the criminal justice system. The YOT staff group is not representative of the Croydon adult or child communities- action is needed urgently to redress these issues.

Appendix 1.3: HOUSING

Functions	Policies and practices	Status of policy or practice	Internal or external policy recipients	RELEVANCE				Scheduled for impact assessment	Review schedule	Racial groups of policy recipients	Evidence to justify priority level
				Link to the three aspects of general duty	Potential to affect racial groups differently	0= None 1= A little 2= Some 3= Substantial	Priority Level				
The General duty **A:** Eliminate unlawful racial discrimination **B:** Promote equality of opportunity, **and C:** Promote good relations between people of different racial groups											
Relevance is linked to initial or full impact assessment											
Housing Options, allocations and home ownership	Choice policy, Housing Options service, Target Allocations Policy, Housing Register, RTB and APPS	Current	External	All		3	High	2008/09 2007/08 Housing Register	Annual monitoring and review of allocations, target allocation policy and RTB and APPS figures takes place	All	High potential impact but regular monitoring and reviews show outcomes are broadly fair.
Homeless-ness and housing advice	Homeless-ness strategy, TA reduction, Homeless-ness prevention	Current	External	A, B		3	Medium	2008/09	Review of Homeless-ness Strategy due in 2008/9. Annual review of applications, decisions and B&B use	All	Black households highly represented among homeless applicants but evidence shows decision-making and use of TA is fair.
Housing supply	Housing Development Programme	Current	External	B, C		2	Medium	2007/08 2007/08 Croylease scheme	Delivery of programme regularly reviewed through Housing	All	Increasing supply of larger homes is a key policy priority.

								Supply Sub-Board and HA Strategic Group		
Private sector housing	Housing Renewal Policy, Empty Properties Strategy, Housing Enforcement Policy, House proud	Current	External	B	2	Med	2008/09	Annual monitoring of grants and action and review by Private sector housing division	All	Potential impact but limited evidence – Priority given to improved monitoring and review of services in this area.
Adaptations and assistance for older and disabled people	Adaptations Policy, Staying Put, SAFE, Handyman service	Current	External	B	2	Low	2009/10	Annual review by Private sector housing division	All	EIA to be undertaken in conjunction with Adaptations Strategy in 2009/10.
Stock investment	Stock Investment Strategy, programmed works, Kitchen and Bathroom Programme	Current	External	B	1	Low	2009/10 2008/09 Kitchen & bathroom programme 2007/08 Sheltered housing refurbishment	Annual review and monitoring of contractors and consultation through Stock Investment working group	All	Low impact but some key areas of the programme identified for review.
Sustainable communities	Community Action Plans, Neighbour-hood Wardens, Resident	Current	External	All	2	Medium	2009/10	Annual review of resident participation, bi-annual	All	Evidence shows high level of BME representation. New BME forum to be

	participation								review of satisfaction and ongoing consultatio n through CAPs, etc		set up Review planned for 2009/10.
Responsive repairs	Responsive repairs, Concession-ary repairs	Current	External	A, B	1	Medium	2008/09	Annual review	All	Low potential impact but need to review evidence.
Housing management - tenancy management	Hate crimes – ASB, RH and DV Tenancy conditions New Tenancy visits	Proposed/ current	External	A, C	2	High	2008/09	Annual review of RH and ASB stats	All	High impact but high satisfaction with council's performance on RH. But issues around RSL performance.
Housing management - income collection	Possession and eviction policy, Rent arrears	Current		A	2	Low	2007/08	Annual monitoring of possession action by Income Matrix Group	All	Some evidence of differential impact so high priority for review.
Housing Strategy	Housing Strategy, Older People Housing Strategy, gypsies and travellers	Current	External	B, C	3	High	2006/07 2006/07 Gypsy and traveller site 2007/08 Older People	EIA Action Plan and targets reviewed quarterly	All	Strategy recently reviewed. Priority given to EIA of Older People Strategy.

								Strategy		
Supporting People	Supporting People Strategy, Procurement Policy	Proposed/ current	External	A, B	2	Medium	2005/06 2007/08 Procureme nt framework	Annual monitoring and review of supported housing places and move-on and rolling programme of contract reviews	All	SP Strategy recently reviewed. Evidence shows access is largely fair. Planned EIA of new Procurement Framework.

Appendix 1.4: POLICY & CORPORATE SERVICES

Functions	Policies and practices	Status of policy or practice	Internal or external policy recipients	Relevance				Scheduled for impact assessment	Review schedule	Racial groups of policy recipients	Evidence to justify priority level	
				Link to the three aspects of general duty	Potential to affect racial groups differently	0= None 1= A little 2= Some 3= Substantial	Priority Level					
The duty **A**: Eliminate unlawful racial discrimination **B**: Promote equality of opportunity, and **C**: Promote good relations between people of different racial groups												
Relevance is linked to initial or full impact assessment												
Croydon Enterprise Programme												
Croydon Enterprise Programme	Implementation of the programme	Current	External	All	3 –		High	EIA undertaken in October 2006.	2007/08	All BAME communities.	The programme is high profile and could significantly affect BAME communities.	
VCO Capacity Building												
Voluntary and Community Sector Support	Commissioning – BME VCS participation	Proposed	External	All	3		High	2008/09		All		
Translation and Interpreting Service												
Provision of Translation and Interpreting Service	Supporting policies and documents related to Interpreter and Translator. (Codes of Practice and User Guidelines)	Current	Both	Yes	3		High	2008/09 2010/11	Non-English speaking residents of Croydon, including deaf, partially sighted and blind residents.	This function is crucial to: Eliminate unlawful racial discrimination. Promote equality of opportunity. Promote good relations between people of different racial groups.	

RESV10

Functions	Policies and practices	Status of policy or practice	Internal or external policy recipients	Relevance				Scheduled for impact assessment	Review schedule	Racial groups of policy recipients	Evidence to justify priority level
				Link to the three aspects of general duty	Potential to affect racial groups differently	0= None 1= A little 2= Some 3= Substantial	Priority Level				
The duty **A**: Eliminate unlawful racial discrimination **B**: Promote equality of opportunity, and **C**: Promote good relations between people of different racial groups											
Relevance is linked to initial or full impact assessment											
Equalities & Cohesion Unit											
Equalities policies and statutory schemes	Race Equality Scheme 2002-5	Current	External	High	3		High	2005/06	2007/08	All	Croydon has a diverse community where more than 36% identify as BME ethnic origin.
	Disability Equality Strategy 2006-9	Current	External	All	3		High	2006/07	2009/10	All	Outreach work done in Social Services shows that disabled people from some communities are not getting access to information etc. National information shows that lack of cultural awareness can lead to wrong assumptions about needs and diagnosis of people with MH issues.
	Gender Equality Scheme 2007-10	Current	External	All	3		High	2007/08	2008/09	All	National and local evidence that men and women for some BME groups experience significant disadvantage in gaining work, under-representation in

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										self employment and certain occupational groups. Also evidence of concern nationally and locally about issues such as FGM, forced marriage and impact of culture on women from some groups.
	Achieving Access for All	Current	External	All	3	High	2007/08	2008/09	All	This policy is a generic disability policy largely focusing on access and promoting awareness and positive attitudes based on impairment.
	Racial Harassment Policy	Current	External	All	3	High	2006/07	2008/09	All	Racial harassment is a primary concern of BME communities.

Crime

The duty **A**: Eliminate unlawful racial discrimination **B**: Promote equality of opportunity, and **C**: Promote good relations between people of different racial groups

Relevance is linked to initial or full impact assessment

Reduce crime	Crime Reduction Strategy	Current	External	All	3	1	2007/08	2009/10	All	From August 2007 annual Strategic Assessments will be statutory function of Crime Reduction Partnerships and should account for duty.

Customer Service Division

Customer Service	Customer Service Policy	Current	External	All	1	Low	2009/10	3-yearly	All groups	Complaints monitoring, customer service satisfaction surveys/stats.
Customer Service	Customer Service Consultation Policy	Current	External	All	1-2	Medium	2008/9	2-yearly	All groups	Complaints monitoring' customer service satisfaction surveys/stats.
Customer Service	Local Access Strategy	Propesed	External	All	1-2	Medium	2008/9	2-yearly	All groups	Complaints monitoring, customer service satisfaction surveys/stats.
Customer Service	Channel Management Strategy	Current	External	All	1-2	Medium	2007/8	2-yearly	All groups	Complaints monitoring, customer service satisfaction surveys/stats.

Human Resources & Organisational Development

Human Resources	Bullying & harassment policy	Current	Internal	All	3	High	2008/9 HR consultancy		All groups	Scope for differential treatment on application.
	Disciplinary policy/procedure	Current	Internal	All	3	High	2008/9	Under review HR Consultancy	All groups	Has potential for differential treatment to occur on application. Data - over-representation of BME groups -70% of cases.
	Equality & diversity policy	Revised (2005)	Internal	All	3	High	---------------------	2007 under review OD consultancy	All groups	Defines the council's values -promoting equality in the organisation.
	Exit procedure	Current	Internal	All	1	Low	-----------------	2009 HR recruitment	All groups	No evidence to suggest adverse impact – needs to be

										consistently monitored.
	Grievance Policy	Current	Internal	All	3	High	---------------------	2007 Need for anti-discrimination policy OD consultancy	All groups	Over-representation of BME groups 44%.
	Job evaluation scheme	New GLPC JES	Internal	All	1	Low	-------------------	2010	All groups	No current evidence to suggest adverse impact.
	Probation policy	Current	Internal	All	2	Medium	--------------------	2009	All groups	No data available- potential for differential treatment to occur on application.
	Recruitment & selection/temp workers/secondment policy/rewarding additional duties	Current	Internal	All	3	High	2008	2009 HR Recruitment	All groups	Priority level reflective of this function linked to RRA statutory duty.
Restructuring & organisation	Redeployment policy	Current	Internal	All	3		-------------	2009/10 Who is responsible?	All groups	Little data to suggest adverse impact.
	Sickness absence & ill health	Revised	Internal	All	3	High	2008		All groups	Policy recently revised -must be assessed in accordance with Statutory Duty.
	Managing (**linked**) performance	Current	Internal	All	3	High	2008/9	who is responsible?	All groups	Priority level reflective of, and linked to Statutory Duty.
	Performance competency development scheme (**linked**)	Proposed	Internal	All	3		2008	Learning & development	All groups	Linked to the statutory employment duty for monitoring.
	Induction policy	Current	Internal	All	1	Low	------------------	2009	All groups	No evidence of adverse impact.
	Training & development	Revised	Internal	All	1	High	2008/9	Under review HR Learning & development	All groups	Priority level reflective of function being linked to RRA statutory duty.
	Health & safety policy	Current	Internal	----	1	Low	---------------------	2010 Health & Safety team	All groups	No data to suggest adverse impact on race equality.

Service Transformation

Functions	Policies and practices	Status of policy or practice	Internal or external policy recipients	Link to the three aspects of general duty	Potential to affect racial groups differently	0= None 1 = A little 2= Some 3= Substantial	Priority Level	Scheduled for impact assessment	Review schedule	Racial groups of policy recipients	Evidence to justify priority level
Service Transformation Division	Redevelopment of the council website	Current	Both	B	1 (Those who cannot read and understand English, and those who cannot access the internet).		Low	EIA completed and will be reviewed Sept 08	Yes	All racial groups with access to the internet could be recipients.	None
Service Transformation Division	People not Paper – EASI Programme	Current	Both	B	1 (Those who cannot read and understand English, and those who cannot access the internet).		Low	EIA completed and will be reviewed Sept 08	No	All racial groups with access to the EASI system would be recipients.	None
Service Transformation Division	Text Messaging Customer Channel	Current	Both	B	1 (Those who cannot write English, although it will encourage those with minimal English skills who would not use online forms).		Low	EIA completed and will be reviewed Sept 08	No	All racial groups with text-enabled mobile phones would be recipients.	None

Strategy & Communications

Functions	Policies and practices	Status of policy or practice	Internal or external policy recipients	Relevance				Scheduled for impact assessment	Review schedule	Racial groups of policy recipients	Evidence to justify priority level
				Link to the three aspects of general duty	Potential to affect racial groups differently	0= None 1 = A little 2= Some 3= Substantial	Priority Level				
The duty **A**: Eliminate unlawful racial discrimination **B**: Promote equality of opportunity, and **C**: Promote good relations between people of different racial groups											
Relevance is linked to initial or full impact assessment											
Press and Publicity Unit	External Communications Strategy	Reviewed annually. To be reviewed by new External Communications Group	Both	B, C		1	Medium	Year 2	Annually	All	Coincides with new Corporate Plan.
Design Studio	Design Guidance	Reviewed annually	Internal & external	N/A		1	Low	Year 3	Annually	All	Coincides with new Corporate

Functions	Policies and practices	Status of policy or practice	Internal or external policy recipients	Link to the three aspects of general duty	Potential to affect racial groups differently	0 = None 1 = A little 2 = Some 3 = Substantial	Priority Level	Scheduled for impact assessment	Review schedule	Racial groups of policy recipients	Evidence to justify priority level
											Plan.
Policy Unit	Corporate Plan	Current	Both	All		1	Medium	Year 2	Annually	All	Coincides with new Corporate Plan.
Policy Unit Corporate Performance Management	Performance & Improvement Plan	Current	Both	All		1	Medium	Year 2	Annually	All	Coincides with new Corporate Plan.
Policy Unit Corporate Consultation	Consultation Strategy	Current	Both	All		1	Medium	Year 2	Annually	All	Coincides with new Corporate Plan.

NEIGHBOURHOOD RENEWAL

Functions	Policies and practices	Status of policy or practice	Internal or external policy recipients	Relevance				Scheduled for impact assessment	Review schedule	Racial groups of policy recipients	Evidence to justify priority level
				Link to the three aspects of general duty	Potential to affect racial groups differently	0 = None 1 = A little 2 = Some 3 = Substantial	Priority Level				
The duty **A**: Eliminate unlawful racial discrimination **B**: Promote equality of opportunity, and **C**: Promote good relations between people of different racial groups											
Relevance is linked to initial or full impact assessment											
Improving social exclusion outcomes	Neighbou-rhood Renewal Plans	Current	External	All		3	1	2008/09	2009/10	All	Evidence gathered from a range of partners that undertake assessment of data.

Appendix 1.5: PLANNING AND TRANSPORTATION

Functions	Policies and practices	Status of policy or practice	Internal or external policy recipients	Relevance				Scheduled for impact assessment	Review schedule	Racial groups of policy recipients	Evidence to justify priority level
				Link to the three aspects of general duty	Potential to affect racial groups differently	0 = None 1 = A little 2 = Some 3 = Substantial	Priority Level				
The duty **A**: Eliminate unlawful racial discrimination **B**: Promote equality of opportunity, and **C**: Promote good relations between people of different racial groups											
Relevance is linked to initial or full impact assessment											
Planning Control	Application practices	Current	External	2	1	3		2009/10	20010/11	All	Results of 2006 survey. BV review
Building Control	Application processes	Current	External	2	1	3		2009/10	2010/11	All	Feedback cards. BV review
Policy and Strategy and Urban Design	LDF (including regeneration e.g. Vision 20:20)	Current	External	2	2	2		2008/9	2009/10	All	Consultation on each part of the framework/SPGs. National CRE interest in regeneration. Will Alsop workshops.
Traffic, Transport and Road Safety	Local Implement-ation Plan	Current	External	2	1	3		2008/9	2009/10	All	Consultation.
Traffic, Transport and Road Safety	Road Safety Plan	Current	External	2	1	3		2009/10	2010/11	All	Consultation.

Appendix 1.6: FINANCE

Functions	Policies and practices	Status of policy or practice	Internal or external policy recipients	Relevance			Priority Level	Scheduled for impact assessment	Review schedule	Racial groups of policy recipients	Evidence to justify priority level
				Link to the three aspects of general duty	Potential to affect racial groups differently	0= None 1= A little 2= Some 3= Substantial					
The duty **A**: Eliminate unlawful racial discrimination **B**: Promote equality of opportunity, and **C**: Promote good relations between people of different racial groups											
Relevance is linked to initial or full impact assessment											
Benefits Verification Framework Assessment, recovery, complaints.	Discretionary housing payments	Current	External	B	2		Medium	2008	2010	All	Has potential for differential treatment on application.
	Housing & Council Tax Benefit	Current	External	B	3		High		2008/9		
	Appeals and complaints regulations	Current	External	All	3		High	2008		All	
	Housing Benefit overpayment recovery	Current	External	All	2		High				
	Accounts Payable (suppliers/staff)	Current	Internal & External				Low				
Commission-ing and Tendering	Procurement	Current	External	All	3		High	2008	2007	All groups	Consultation with communities.

Revenue Control/Cash Management	To reconcile & control principle bank accounts	Current	Both	No link	1	Low				
Commissioning and Tendering	Procurement	Current	External	A, B, C	3	High	2008	2007	All groups	Consultation with BME communities.

Appendix 1.7: ADULT SOCIAL SERVICES

Functions	Policies and practices	Status of policy or practice	Internal or external policy recipients	Relevance				Scheduled for impact assessment	Review schedule	Racial groups of policy recipients	Evidence to justify priority level
				Link to the three aspects of general duty	Potential to affect racial groups differently	0= None 1= A little 2= Some 3=Substantial	Priority Level				
The duty **A**: Eliminate unlawful racial discrimination **B**: Promote equality of opportunity, and **C**: Promote good relations between people of different racial groups											
Relevance is linked to initial or full impact assessment											
Business planning	Business plan		Both	All		3	High	_____	2008	All	Monitoring data.
Services to Carers	Carers Strategy	Current	External	A, B		2	Medium	EqIA undertaken 2007	2009	All	Research & monitoring data. EqIA
Equalities & Diversity	Equalities & Diversity schemes (Race/ Gender/ Disability/ LGBT)	Current	Both	All		3	High	EqIA undertaken on policies linked to scheme 2003-2006	2008	All	Consultation/ research/ Monitoring data.
Commissioning Older People services		Current	External	All		3	High	2008	2007/08	All	
Commissioning Younger Adult services	Commission-ing Strategy	Current	External	All		3	High	2009	2009/10	All	Linked to the procurement aspect of the statutory duty.
	Commission-ing Strategy								2010	All	

APPENDIX II: RACE EQUALITY SCHEME ACTION PLAN CHILDREN, YOUNG PEOPLE AND LEARNERS

(i) Achieving Better Outcomes for Children and Young People

1. REDUCE OVER-REPRESENTATION OF BME PUPILS IN EXCLUSION FIGURES

ACTION	LEAD	TIMESCALE	MONITORING	SUCCESS CRITERIA
REDUCE INCIDENCE OF PERMANENT EXCLUSIONS OF BME PUPILS				
Primary Education Ensure that Victoria House PRU (and the KS1 resource base at Waddon Infant) is aware of the need to reduce permanent exclusions of BME pupils - through outreach provision	Carol Jones	Oct 07 onwards	Victoria House Steering Group and Vic House SIP (MM)	Fewer BME pupils excluded on a permanent basis from primary schools.
All Head Teacher's meetings to prioritise exclusions; work on the managed moves project with LDP leads and ensure the success of managed moves in the EIP.	Head Teachers Carol Jones – through lead Strategic Manager for LDPs	Oct 07 onwards Informally in Nov 07 Jan 08 when new structure in place. Nov 07	SIP Reports Data from Cheryl Butler's Team /CERAS Minutes of Behaviour Task Group	Headteachers engaged and committed to managed moves programme leading to reduction in permanent exclusions. Headteachers have access to further strategies prior to exclusions being made.
Behaviour Task Group to review the support available for schools prior to a permanent exclusion being made	Chair of Task Group plus lead LA Officer	Oct 07 onwards Dec 07 and then every term as data is fed to LA. Jan 08	End of Term Reports for scrutiny by SMT	Headteachers performance objectives agreed
Work with the Lead Professional Officer for social inclusion to follow-up all cases of permanent exclusion	Carol Jones		As above	Reduction in permanent exclusions. Reduction in temporary exclusions – numbers of pupils and frequency.
Review data on temporary exclusions on a regular basis to observe emerging patterns so that	LDP Leads with	Jan 08	Through LDP meeting	As above

ACTION	LEAD	TIMESCALE	MONITORING	SUCCESS CRITERIA
schools can be further challenged and supported. Identify best practice in engagement; high achievement of BME pupils and in mentoring programmes to promote BME achievement and well-being.	officer facilitators As above		minutes and actions by LDP schools	
Secondary Education Introduce 'funding follows pupil policy' to reduce exclusions and invest in preventative work Carry out EIA on Policies in schools in line with latest Guidance to ensure schools monitor the impact of policies on vulnerable groups. Implement LA Behaviour and Attendance Action Plan Train school leaders on BME exclusions using the findings of the DFES Priority Review – Getting It. Getting it Right.	Peter Wylie-Director CYPL/David Bradshaw-Head of Education Finance Robyn Sloman-Band A Consultant/Annette Duberry Secondary EMA Consultant Asst Director Annette Duberry	April 07 From April 07 From Dec 06 Autumn Term 07	Secondary Inclusion Team Secondary SMT School Improvement Board	Reduction in number of PEX. No rise in unofficial or backdoor exclusions. LA Behaviour Strategy published & disseminated Schools revise and amend current policies Positive Behaviour management results in reduced no of disciplinary incidents All target schools attend training School policy and practice improved Overrepresentation of BME pupils in exclusion figures reduced.
IMPROVE DATA ANALYSIS AND TARGETED SUPPORT				
Review current reports available from CERAS and EMS to ensure exclusions by ethnicity as a percentage of the total school and population are shown and to improve	CERAS Manager	Oct 07 onwards	Mark England – Education Information Systems Manager	Required reports can be easily accessed by all LA Officers with a role in School Improvement/Inclusion

ACTION	LEAD	TIMESCALE	MONITORING	SUCCESS CRITERIA
accuracy of data on a school by school basis				Schools have accurate data for action plans
Monitor schools' responses to data analysis.	Pam Smith-Equalities Development Officer	Oct 07 onwards	Discussion at Secondary SMT meetings	performance of BME students is discussed at Governing body meetings.
Use SIPs mechanism to challenge schools whose data shows disproportionate PEX and FEX in vulnerable groups including BME pupils.	Pam Smith/John Chambers – Acting Head of Secondary Ed	Oct 07 onwards	Feedback to the School Improvement Board (SIB). Secondary SMT and SIP meetings.	Schools recognise the issue and produce appropriate action plans to address it focusing on individual pupils where appropriate. Change in practice in such school results in a reduction of and ultimately elimination of the gap
Reissue monitoring template and Guidance to schools	LPO Inclusion	Oct 07 onwards	SIB	All schools complete monitoring for 06-07, produce appropriate action plans and discuss with governors.
DEVELOP PILOT TYS PREVENTATIVE PROGRAMME SPECIFICALLY AIMED AT ABLE PUPILS				
Implement programme on a 'for purchase' basis with target schools in first instance	/Ian Marshall – Head of Youth Service	Jan 08	Targeted Youth Support Senior Management Group	Member community support for proposals secured Piloted with BTS PRU pupils Successful preventative programme available and used by schools resulting in less need to resort to exclusion.
ACTION	**LEAD**	**TIMESCALE**	**MONITORING**	**SUCCESS CRITERIA**
PUPIL AND PARENT VOICE				
Continue support for Community Empowerment Network Reintegration Worker & participation in the R.I.S.E. project & offer opportunity for him to disseminate his findings at Behaviour Forum	Sec Inclusion team	Oct 07 onwards	Sec Inc Strategy Meeting	Pupil and Parent experiences/views used to inform policy development.
Ensure LA attendance at Parents'			Mechanisms established	Specific measures identified,

ACTION	LEAD	TIMESCALE	MONITORING	SUCCESS CRITERIA
meetings/Forums and listen and act upon their views		Oct 07 onwards	for local participation and involvement	agreed and implemented with parents and families
Explore opportunities to listen to the Pupil Voice (eg via consultations on reviewed Behaviour policies, TYSS, via PRUs etc) and act upon their views		Oct 07 onwards	Through all appropriate Internal monitoring groups	
Involve local communities in developing appropriate strategies to support families and parents in achieving our aim to reduce school exclusions		Oct 07 onwards	Through all appropriate Internal monitoring groups	Representatives included in internal decision making processes and structures
REVIEW PROVISION COMMISSIONED FROM VOLUNTARY AND COMMUNITY SECTOR TO MEET NEEDS OF BME PUPILS				
Audit services currently offered by CVS and identify gaps – especially in mentoring, respite Commission additional provision as required	Linda Wright – Michelle Stewart Vol Sector Develop Worker Linda Wright/David Freeman	Dec 07	Over 10 PCG	Gap analysis available to inform commissioning arrangements

2. RAISE THE ACHIEVEMENT AND ATTAINMENT OF BLACK PUPILS

ACTION	LEAD	TIMESCALE	MONITORING	SUCCESS CRITERIA
Early Education & Childcare Improve the achievement and raise the attainment of Black Caribbean and Black African pupils at the end of the Foundation Stage through targeted initiatives.	Julie Briant; David Johnston; Liz Fajemisin; Wendy Kilgallon; Carol Jones; Richard Hill; Pauline Goldrick; Liz Cooke; Laura McRoberts	September 07-July 08 September 07-April 11	Monitoring visits Observational assessments, Tracking Progress Document. Performance Management Information in line with DCSF and GOL requirements. Project Evaluations	▪ Moderated schools have targets for BME pupils ▪ Pupils achieve expected progress ▪ Children start school at the expected developmental level in the EYFS. ▪ Appropriate resources are allocated ▪ Improved standards of attainment at the end of the nursery year. ▪ Children access high quality day care that enables them to achieve their developmental milestones in the EYFS.
Primary Education Improve the achievement and raise the attainment of Black Caribbean and Black African pupils at Key Stage 1 through targeted initiatives. :	Carol Jones / Richard Hill Christopher Wilson MA Consultant As above	September 07-July 08	Data analysis with SI Strategy Consultants Headteachers Meetings and schools visits CERAS Targets	▪ Services focus on the needs of vulnerable groups and attainment and achievement improve. ▪ Parents/carers able to support their children's learning more effectively at home. ▪ KS1 schools identified targets for BME pupils and appropriately target those vulnerable to underachievement. ▪ Improved targeting and tracking in schools for pupils
Secondary Education Raise the achievement and attainment of black pupils by implementing a range of curriculum initiatives and reforms including: - Focus schools on particular needs of BME pupils through Intervention planning and mentoring - Motivation conference for pupils	Secondary Strategy Team & 14-19 team led by John Chambers, Maggie Brady and Tina Andrews.	April 2007, reviewed September 2007 when the 2007 examination data is released, and then each September afterwards.	Secondary SMT to scrutinise school intervention plans to ensure that the gap between the attainment and achievement of BME students and the Borough average continues to reduce.	▪ Reduced levels of disaffection, challenging behaviour and exclusions. ▪ BME students fully engaged with the new 14-19 diplomas. ▪ Numbers of targeted students on the BPAP is increased. ▪ By September 2008 the gap between the 5+ A*-C attainment of boys of black African Caribbean heritage and the Borough average

ACTION	LEAD	TIMESCALE	MONITORING	SUCCESS CRITERIA
- Black Pupils' Achievement Project				for boys is less than 5%, and their contextual value added score is 1000.

3. IDENTIFY AND ADDRESS ISSUES WHICH IMPACT ON BME PUPILS ATTENDANCE - SEPT 07

ACTION	LEAD	TIMESCALE	MONITORING	SUCCESS CRITERIA
Analyse absence data across the LA by phase and ethnicity and provide results to schools	CERAS	Oct 07 onwards	School Improvement Board	All schools have copy of LA absence data broken down by phase and ethnicity
Ensure all schools analyse their own absence data by ethnicity, compare to whole LA profile and write action plan to address any areas for concern	LPO inclusion	By January 07	Cheryl Butler/Pam Smith	All schools have appropriate action plan if required
Identify issues relating to differential attendance rates for various ethnic minority groups (eg travellers, pupils from sub continent). Engage with Community groups to devise action plans to address issues and implement action plans	Education Welfare Service EWS / Michelle Stewart	By July 08	Report to School Imp Board.	Action Plans in place and ready for implementation Sept 08 Action Plans implemented 08-09 Reduced differential attendance rates seen by July 09.
Monitor Ofsted reports of nursery schools to identify schools where attendance and punctuality have been identified as an issue.	Julie Briant	September 07-July 08	Report to School Improvement Board	All schools have appropriate action plan if required
Ensure that the programme of Family Support offered in Children's Centres encourages families to attend school regularly and to be punctual.	David Johnston and Children's Centre Development Team.	September 07-July 08	Children's Centre data	Improved attendance evident in nursery schools and classes.

(ii)   Feeling Safer by Reducing Crime and Anti-Social Behaviour

Feeling Safer by Reducing Hate Crime & Anti-Social Behaviour

ACTION	LEAD	TIMESCALE	MONITORING	SUCCESS CRITERIA
To encourage individuals who experience hate crime, to access support from a range of specialist agencies.				
Develop borough-wide strategies for prevention of hate crime	Damian Roberts, Andy Opie	End of 2008	Safer Croydon Partnership Unit	Strategies completed.
Raise awareness in local neighbourhoods and communities to encourage victims of hate crime, to access support.	Damian Roberts, Andy Opie	Ongoing	Safer Croydon Partnership Unit	Number of leaflets, campaigns, promotions completed.
Ensure Croydon Victim's Support Service provide victims of hate crime with support.	Damian Roberts, Andy Opie	Ongoing	Safer Croydon Partnership Unit	Service in place with referral mechanisms working well.
To encourage individuals who experience hate crime, to report to the police, council and other voluntary agencies.				
Improve the quality and accessibility of information available to the public about how to report hate crime.	Damian Roberts, Andy Opie	Ongoing	Safer Croydon Partnership Unit	Increase in reported hate crime.
To raise awareness about what happens to the victim and perpetrator once a report has been made about hate crime.				
Raise awareness of the type of action taken by the police, council and voluntary agencies once an incident has been reported.	Damian Roberts, Andy Opie	Ongoing	Safer Croydon Partnership Unit	Citizen Panel survey specifically asking individuals about their awareness of the issue. Number of promotions completed.
To support witnesses and victims of crime especially hate crime, by examining the feasibility of developing a range of specialist services.				
Develop a mechanism for consulting with the victims of hate crime about whether they were satisfied with the service provided by different agencies.	Damian Roberts, Andy Opie	By March 2009	Safer Croydon Partnership Unit	Established system in place.
Continuous improvement of the Safer Croydon Partnership				
Develop a partnership equalities and diversity statement that is publicised across the partnership and included on all public documentation.	Damian Roberts, Andy Opie	By March 2009	Safer Croydon Partnership Unit	Statement agreed and in use.

ACTION	LEAD	TIMESCALE	MONITORING	SUCCESS CRITERIA
Include equalities training on current and forthcoming legislation.	Damian Roberts, Andy Opie	By March 2009	Safer Croydon Partnership Unit	Training completed.
Disseminate examples of good practice among partnership members.	Damian Roberts, Andy Opie	By March 2009	Safer Croydon Partnership Unit	Regular examples distributed to all members.

(iii) Improving Health and Social Care

1. MAXIMISE HOUSING SUPPLY

ACTION	LEAD	TIMESCALE	MONITORING	SUCCESS CRITERIA
INCREASE SUPPLY OF LARGER HOMES				
Work with development partners to increase the proportion of new social rented homes having three or more bedrooms.	Peter Brown, Div. Director (Finance & Investment)	2008/11 development programme	Housing Association Strategy Group	• 35% of new social housing to have three or more bedrooms.
Work with BME-led housing association to develop additional social housing.		2008/11 development programme	Housing Association Strategic Group	• 15% of development resources directed at BME-led housing association and their development partners.
Develop new three, four and five bedroom homes as part of GLA's *Tackling Overcrowding* programme.		2008/10	Social Housing Project Board	• 34 new large homes developed.
Implement a programme of extensions and de-conversions to existing council properties to create larger homes.		2008/09	South West London Partnership	• 12 larger homes created.
Pilot enhanced under-occupation grants to encourage tenants in homes with four or more bedrooms to move to smaller properties.	Alan Matthews, Div. Director (Needs & Resources)	2007/08	Supply and Demand Group	• 12 grants paid to free up homes with four or more bedrooms for letting.
Help applicants facing long waits on the housing register into suitable private sector leased properties via pilot Croylease scheme.		2008/09	Supply and Demand Group	• 50 households placed in homes with three or more bedrooms, including overcrowded applicants on housing register.
Bid for any future additional resources to increase the provision of				• Additional resources allocated for

| larger homes. | | | | increasing the supply of larger homes. |
| | Graham Owen, Div. Director (Strategy & Service Improvement) | 2007/10 | | |

2. IMPROVE HOUSING CONDITIONS

ACTION	LEAD	TIMESCALE	MONITORING	SUCCESS CRITERIA
INCREASE PROVISION FOR GYPSIES AND TRAVELLERS				
Set up a monitoring system of private tenants seeking assistance to improve housing conditions through enforcement action.	Shayne Coulter, Div. Director (Private Sector Housing)	April 2008	Private Sector Housing DMT	Ability to assess the level of access to assistance by tenants from BME backgrounds.

3. MEET HOUSING NEEDS

ACTION	LEAD	TIMESCALE	MONITORING	SUCCESS CRITERIA
INCREASE PROVISION FOR GYPSIES AND TRAVELLERS				
Develop the existing gypsy site to provide additional pitches.	Peter Brown, Div. Director (Finance & Investment) / Dave Sutherland, Div. Director (Housing Management)	2008/09	Housing Management DMT	• Three new permanent pitches on caravan site
IMPROVE TAKE-UP OF HOUSING ADVICE SERVICES				
Develop an outreach programme to increase take-up of housing and homelessness prevention advice services by community groups and people from ethnic minorities.	Alan Matthews, Div. Director (Needs & Resources)	December 2007	Homelessness Strategy Implementation Group	• Outreach programme defined. • Improved access to housing and homelessness prevention advice.
IMPROVE ACCESS TO SUPPORTED HOUSING				
Monitor use of supported housing move-on placements to ensure fair	Alan Matthews, Div. Director	2007/10	Support Needs Co-ordinator, Move On	• The profile of people moved on to council and private sector homes

ACTION	LEAD	TIMESCALE	MONITORING	SUCCESS CRITERIA
access for BME households.	(Needs & Resources)		Project Group	matches the profile of people accessing supported housing.
Set up an integrated support needs assessment and placements service to make optimum use of supported housing	Graham Owen, Div. Director (Strategy & Service Improvement) , Alan Matthews, Div. Director (Needs & Resources)	Dec 2008	Supporting People Commissioning Body	• Support Needs Assessment and Placement Service established.

4. PROMOTING BETTER AND FAIR ACCESS TO HOUSING SERVICES

ACTION	LEAD	TIMESCALE	MONITORING	SUCCESS CRITERIA
ACHIEVE A CONSISTENT APPROACH TO RACIAL HARASSMENT AMONGST SOCIAL LANDLORDS				
Promote racial equality and good race relations by providing an effective response to complaints of racial harassment.	Dave Sutherland, Div. Director (Housing Management) Alan Matthews, Div. Director (Needs & Resources)	2007/10	Housing Management DMT	• 100% of reported racial harassment incidents result in action by the local authority.
Ensure Croydon BME Forum representative attends racial harassment strategy group to promote good practice amongst housing associations with stock in the borough.	Alan Matthews, Div. Director (Needs & Resources)	2007/10	Racial Harassment Strategy Group	• Improved response to complaints from tenants of housing associations.
Pilot stock rationalisation in New Addington & Fieldway to achieve greater consistency.	Peter Brown, Div. Director (Finance & Investment)	March 2009	Finance and Investment DMT	• More consistent response to complaints of racial harassment on estates with properties owned by more than one social landlord.

IMPROVE INFORMATION ON CUSTOMER COMMUNICATION NEEDS

Develop system for collecting, holding and acting upon customers' specific communication requirements (e.g. translation).	Graham Owen, Div. Director (Strategy & Service Improvement)	March 2008	Strategy and Service Improvement DMT	System available to record communication needs and anticipate and respond to language needs etc.

INCREASE OPPORTUNITIES FOR RESIDENT PARTICIPATION

Launch residents forum specifically for BME residents. Train new tenant representatives in skills required to chair meetings and lead residents groups and diversity.	Dave Sutherland, Div. Director (Housing Management)	November 2007 2007/10	Tenants and Leaseholders Panel	BME forum established, effective in raising issues and fully consulted in helping to shape housing management services. Tenant representatives effective in representing views of all tenants.

Leadership

Ensure Integration of Race Equality and Diversity in Business and Service Planning

DMT to consult with all divisions on race equality and diversity priorities to ensure specific strategies are outlined in each section of the Business Plan	Director of Adult Social Services	Ongoing from October 2007	Equalities Board	Focused priorities identified and implemented in strategies, plans and service development with input from a wide range of local service users, carers and representative groups.

Younger Adult Services

Progress positive commissioning projects to meet needs of BME Communities

Deliver Mental Health Social Inclusion Day Service project for BME groups.	Joint Commissioner Mental Health	Ongoing from April 2008.	Through Mental Health Partnership Board	Improved take-up of preventative mental health services for people from BME communities.
Deliver Learning Disability Muslim families support project.	Joint Commissioner Learning Disability	Ongoing to April 09	Through Learning Disability Partnership Board	Better outcomes through appropriate services for Muslim carers and adults with learning disabilities.

Training programme on meeting needs of BME clients without recourse to public funds.

Provide training opportunities for staff	Divisional	Ongoing work, review	Social Inclusion	Improved knowledge base and

from both Social Services and NHS on the issues and needs of people who have no recourse to public funds eg. Asylum Seekers.	Director, Younger Adults	by March 2009.	Partnership Corporate Learning and Development evaluation.	competency of staff working with people without recourse to public funds. Feedback from service users of positive improvements - through relevant forums e.g. Mental Health, HIV forums.
Establish multi-agency diversity working group across DAAT sector				
Establish and maintain the Diversity Working Group.	Divisional Director, Younger Adult Services	Ongoing. Review in March 2009.	Through DAAT Partnership Group	Increase the engagement and retention of BME service users in treatment programmes.
Implement the LD cultural competency course for staff and managers over the next three years				
To ensure that Learning Disability staff reach required competencies.	Divisional Director, Younger Adult Services	Ongoing from December 2007	Through the Corporate Learning and Development evaluation process, Younger Adult Diversity SMT, Equalities Board and Equa.	LD, service delivery and understanding of service user needs. Feedback from Service User Forums.
Publish and utilise Impact Assessment Findings				
Ensure findings of impact assessments in Younger Adults Division are made accessible to all interested parties; and that outcomes from these influence service delivery.	Divisional Director, Younger Adults Services	March 2008.	Equalities Board monitored through Partnership Boards and evidenced in business planning processes.	Evidence of service improvements from the Equality Impact Assessments.

SERVICES FOR OLDER PEOPLE

ACTION	LEAD	TIMESCALE	MONITORING	SUCCESS CRITERIA
Establish an engagement programme to promote race equality and improve consultation				
To identify representatives to ensure all groups are involved and to incorporate this in the engagement strategies.	Divisional Director, Older People/PD/SI Services.	Ongoing from December 2007	Evidence of actions taken to involve stakeholders in existing engagement mechanisms and processes	Focused priorities identified and implemented in strategies, plans and service development with input from a wide range of local service users, carers and representative groups.
Establish a standing consultation conference with local black and minority ethnic older people				
To establish clear communication and cascade information to include smaller and less engaged groups.	Divisional Director, Older People/PD/SI Services.	February 2008	Equalities Board, Partnership Boards and business planning process.	Pre-conference events with BME elders planned for January 2008. Conference to be held February 2008. Priorities from the conference to be incorporated into Older People's Strategy and Action Plan.
Understand the service needs of Bangladeshi, Indian and Pakistani groups and plan to meet their needs appropriately.	Divisional Director, Older People/PD/SI Services.	November 2008 Ongoing	Equalities Board, Partnership Boards	Increased measurement through performance monitoring. Increased stakeholder engagement.

(iv) Regenerating the Borough

1. **Creating opportunities for enterprise growth among BME communities in North West Croydon and New Addington-Fieldway**

ACTION	LEAD	TIMESCALE	MONITORING	SUCCESS CRITERIA
INCREASE BME PARTICIPATION IN ENTERPRISE ACTIVITIES				
Review BME participation in pre-start activities on both a project basis and programme wide.	Damian Roberts, Stella Okeahialam	Immediate	Stella Okeahialam, Programme Director	Report analysing BME participation produced.
Review promotional and marketing material and provide material in additional community languages where required.	Damian Roberts, Stella Okeahialam	Immediate	Stella Okeahialam, Programme Director	Report identifying current promotional material produced. Additional promotional material produced.
Analyse conversion rate from initial outreach to participation on the programme.	Damian Roberts, Stella Okeahialam	Nov 07	Stella Okeahialam, Programme Director	Report analysing conversion rate produced.
Review outreach project to ensure appropriate engagement with a range of BME clients.	Damian Roberts, Stella Okeahialam	Nov 07	Stella Okeahialam, Programme Director	Report produced.
Based on findings of above reviews, develop and implement action plan to identify additional methods to engage with hard-to-reach BME clients.	Damian Roberts, Stella Okeahialam	From Dec 07	Croydon Enterprise Advisory Board	Action plan produced and included in Delivery Plan for 08/09. Improved conversion rate from outreach to programme participation. LAA 9 (increase enterprise activity amongst BME communities) target met.
Map customer journey to identify gaps in service provision.	Damian Roberts, Stella	Nov 07	Stella Okeahialam, Programme Director	Customer route map produced. Gaps identified and additional projects commissioned if appropriate.

ACTION	LEAD	TIMESCALE	MONITORING	SUCCESS CRITERIA
	Okeahialam			LAA 9 (increase enterprise activity amongst BME communities) target met.
Develop outreach project plan to ensure that BME community groups and community leaders are advised of the programme.	Damian Roberts, Stella Okeahialam	Dec 07	Stella Okeahialam, Programme Director	Comprehensive project plan for community stakeholder engagement developed.
Develop strategy for engaging with community groups and encouraging their membership to access the programme.	Damian Roberts, Stella Okeahialam	Feb 08	Stella Okeahialam, Programme Director	Comprehensive engagement strategy developed. Outreach project meets all targets. LAA 9 (increase enterprise activity amongst BME communities) target met.
CAPACITY BUILD DELIVERY PARTNERS				
Provide equalities training for all delivery partners.	Damian Roberts, Stella Okeahialam	From Nov 07	Stella Okeahialam, Programme Director	All delivery partners attending training.
Provide CRM and monitoring training to partners.	Damian Roberts, Stella Okeahialam	From Nov 07	Stella Okeahialam, Programme Director	All delivery partners attending training.

ACTION	LEAD	TIMESCALE	MONITORING	SUCCESS CRITERIA
Conduct monitoring visits to all delivery partners. Agenda to include addressing performance issues relating to BME engagement.	Damian Roberts, Stella Okeahialam	From Nov 07 to Dec 07 then annually unless specific projects are deemed to require more frequent visits.	Stella Okeahialam, Programme Director	All pre-start and start-up projects receive monitoring visit. All pre-start and start-up projects develop and implement action plan to improve BME engagement. All pre-start and start-up projects meet their target for number of BME clients. LAA 9 (increase enterprise activity amongst BME communities) target met.

INCREASE BME BUSINESS START UP				
Review current data regarding business start up, including number of BME start-ups.	Damian Roberts Stella Okeahialam	From Dec 07	Stella Okeahialam, Programme Director	Report produced.
Analyse conversion rate from participation on programme to business start up.	Damian Roberts Stella Okeahialam	From Dec 07	Stella Okeahialam, Programme Director	Report produced.
Based on findings of above reviews, produce action plan for improving BME start up.	Damian Roberts Stella Okeahialam	Jan 08	Croydon Enterprise Advisory Board	Action plan produced and included in Delivery Plan for 08/09. Increased number of BME start ups
IMPROVE DATA COLLECTION AND ANALYSIS				
Cleanse current information to identify gaps in data collection and ensure all client records are complete	Damian Roberts, Stella Okeahialam	From Oct 07	Stella Okeahialam, Programme Director	All client records reviewed and gaps in data identified. All client records complete.
Analyse client data to identify whether particular groups are not accessing the Croydon Enterprise	Damian Roberts, Stella	Nov 07	Stella Okeahialam, Programme Director	Report produced.

programme.	Okeahialam			
Implement quarterly review of performance monitoring of BME client data to ensure early identification of project / programme issues.	Damian Roberts, Stella Okeahialam	Immediate	Croydon Enterprise Advisory Board	Data included in quarterly monitoring report for Q3 07/08 onwards.

2.   Sustaining the growth of existing businesses in North West Croydon and New Addington-Fieldway

ACTION	LEAD	TIMESCALE	MONITORING	SUCCESS CRITERIA
INCREASE BME PARTICIPATION IN BUSINESS GROWTH ACTIVITIES				
Review BME participation in business growth activities on both a project basis and programme wide.	Damian Roberts, Stella Okeahialam	Immediate	Stella Okeahialam, Programme Director	Report analysing BME participation produced.
Review promotional and marketing material and provide material in additional community languages if required.	Damian Roberts, Stella Okeahialam	Immediate	Stella Okeahialam, Programme Director	Report identifying current promotional material produced. Additional promotional material produced.
Conduct survey of existing BME businesses to identify whether additional services would encourage further participation in the programme.	Damian Roberts, Stella Okeahialam	Nov 07	Stella Okeahialam, Programme Director	Survey completed. Analysis of survey conducted.
Based on findings of above reviews, develop and implement action plan to identify additional methods to engage with BME businesses.	Damian Roberts, Stella Okeahialam	From Dec 07	Croydon Enterprise Advisory Board	Action plan produced and included in Delivery Plan 08/09. Improved number of BME businesses engaged in the Croydon Enterprise programme.
CAPACITY BUILD DELIVERY PARTNERS				
Conduct monitoring visits to all delivery partners to address performance issues relating to BME engagement.	Damian Roberts, Stella Okeahialam	From Nov 07 to Dec 07	Stella Okeahialam, Programme Director	All business growth projects receive monitoring visit. All business growth projects develop and implement action plan to improve BME engagement.

ACTION	LEAD	TIMESCALE	MONITORING	SUCCESS CRITERIA
				All business growth projects meet their target for number of BME clients. Improved number of BME businesses engaged in the Croydon Enterprise programme.
IMPROVE DATA COLLECTION AND ANALYSIS				
Cleanse current information to identify gaps in data collection and ensure all client records are complete	Damian Roberts, Stella Okeahialam	From Oct 07	Stella Okeahialam, Programme Director	All client records reviewed and gaps in data identified. All client records complete.
Analyse client data to identify whether particular groups are not accessing the Croydon Enterprise programme.	Damian Roberts, Stella Okeahialam	Nov 07	Stella Okeahialam, Programme Director	Report produced.
Implement quarterly review of performance monitoring of BME client data to ensure early identification of project / programme issues.	Damian Roberts, Stella Okeahialam	Immediate	Croydon Enterprise Advisory Board	Data included in quarterly monitoring report.

3. **Attracting new inward investment and franchising opportunities in North West Croydon and New Addington-Fieldway**

ACTION	LEAD	TIMESCALE	MONITORING	SUCCESS CRITERIA
INCREASE BME PARTICIPATION IN FRANCHISING PROJECT				
Review BME participation in franchising project.	Damian Roberts, Stella Okeahialam	Immediate	Stella Okeahialam, Programme Director	Report analysing BME participation produced.
Review promotional and marketing material and provide material in additional community languages if required.	Damian Roberts, Stella Okeahialam	Immediate	Stella Okeahialam, Programme Director	Report identifying current promotional material produced. Additional promotional material produced.
Analyse conversion rate from initial outreach to participation on the franchising project.	Damian Roberts, Stella Okeahialam	Nov 07	Stella Okeahialam, Programme Director	Report analyzing conversion rate produced.

ACTION	LEAD	TIMESCALE	MONITORING	SUCCESS CRITERIA
Based on findings of above reviews, develop and implement BME action plan to identify additional methods to engage with hard to reach BME clients.	Damian Roberts, Stella Okeahialam	From Dec 07	Croydon Enterprise Advisory Board	Action plan produced. Improved conversion rate from outreach to participation in franchising.
INCREASE BME PARTICIPATION IN INWARD INVESTMENT OPPORTUNITIES				
Develop and commission Inward Investment project specification.	Damian Roberts, Stella Okeahialam	From Nov 07	Stella Okeahialam, Programme Director	Inward Investment project identified. Specification developed. Project commissioned.
Review current data on inward investment.	Damian Roberts, Stella Okeahialam	Feb 08	Stella Okeahialam, Programme Director	Report produced.

ACTION	LEAD	TIMESCALE	MONITORING	SUCCESS CRITERIA
INCREASE BME PARTICIPATION IN SUPPLY CHAIN				
Review current participation of BME clients in procurement project.	Damian Roberts, Stella Okeahialam	Dec 07	Stella Okeahialam, Programme Director	Report produced.
Engage with public sector procurement departments to facilitate improved access for BME businesses to supply chain.	Damian Roberts, Stella Okeahialam	Jan 08	Stella Okeahialam, Programme Director	Increased number of BME clients accessing procurement opportunities.
IMPROVE PERCEPTIONS OF TARGET AREAS TO PROMOTE INWARD INVESTMENT				
District Centre Managers to launch business improvement fund to provide environmental improvements to district centres.	Damian Roberts, Stella Okeahialam	Dec 07	Stella Okeahialam, Programme Director	Business Improvement fund launched. Environmental improvements undertaken.
District Centre Managers to ensure that Business Partnerships are representative of communities.	Damian Roberts, Stella Okeahialam	Jan 08	Stella Okeahialam, Programme Director	Business Partnerships membership reviewed. Engagement with all businesses in district centres to ensure appropriate representation.
Annual surveys conducted to measure perceptions of target	Damian Roberts,	From Jan 08	Stella Okeahialam, Programme Director	Survey conducted. Year on year improvement in perceptions of

areas.	Stella Okeahialam			target areas. Increased footfall in target areas.
INCREASE BME PARTICIPATION IN SUPPLY CHAIN				
Review current participation of BME clients in procurement project.	Damian Roberts, Stella Okeahialam	Dec 07	Stella Okeahialam, Programme Director	Report produced.
Based on findings of above review, develop and implement BME action plan to identify additional methods to engage with hard to reach BME clients.	Damian Roberts, Stella Okeahialam	Jan 08	Stella Okeahialam, Programme Director	Action plan produced. Increased number of BME clients involved in procurement project. Increased number of BME clients accessing procurement opportunities.

INCREASE BME PARTICIPATION IN PROGRAMME DEVELOPMENT				
Advisory Board to be representative of business community.	Damian Roberts, Stella Okeahialam	Dec 07	Croydon Enterprise Cabinet Committee	Advisory Board increased to include additional business representatives.
Establish Equalities Steering Group to review and provide steer on equalities issues affecting the programme.	Damian Roberts, Stella Okeahialam	From Jan 08	Croydon Enterprise Advisory Board	Equalities Steering Group established.

4. Ensure everyone has the opportunity to enjoy and participate in cultural activities in Croydon

ACTION	LEAD	TIMESCALE	MONITORING	SUCCESS CRITERIA
Provide cultural provision which is relevant to and represents the community of Croydon				
Creating opportunities for local community to perform alongside professional performances (including refugee communities).	Arts Programmes Manager	March 2008	Strategic Improvement Unit, Croydon Council	Ice and Fire Theatre company refugee and asylum seeker projects for Refugee Week and spring tour.
Support strategic arts development initiatives.	Arts Programme Manager	March 2008	Strategic Improvement Unit, Croydon Council	Support for the South Asian Touring Theatre programme and projects.
Work on arts projects within the community celebrating	Cultural Projects	April – July 08 (TBC subject to	Strategic Improvement Unit, Croydon Council	Performance & exhibition at Croydon Summer Festival & Croydon Clocktower.

ACTION	LEAD	TIMESCALE	MONITORING	SUCCESS CRITERIA
African/Caribbean and Asian culture.	Officer	funding)		
Celebrate cultural identity.	Media Arts Officer	December 2007	Strategic Improvement Unit, Croydon Council	Creation of a film project linked to the bicentenary year of the abolition of the slave trade.
Develop an arts programme to lead and respond to Croydon's demographic and enable improved access for diverse audiences.	Arts Programmes Manager	October 2007	Strategic Improvement Unit, Croydon Council	Activities for Black History Month.
Developing a programme of diversionary activities with at risk young African men.	Cultural Development Officer	March 2008	Strategic Improvement Unit, Croydon Council	Continue to develop links with schools and outreach programmes in Tanzania. Seek funding to deliver link projects.
Work with the Traveller Education service to engage with traveller families in Valley Park to promote libraries and reading.	Children's Services Manager (Libraries)	March 2008	Strategic Improvement Unit, Croydon Council	Take part in minimum of four sessions organised by the Traveller Education Service in Valley Park to promote libraries and reading.
Promote health information to various target groups including BME groups.	Library Managers, Ethnic Minorities Information Officer (Libraries)	March 2008	Strategic Improvement Unit, Croydon Council	Each library to identify suitable venues in its area, eg Senior Citizens Pop-Ins, Nurseries & P&T groups where health info promotion could take place. Level 1: NHS Health info promotion.
Engage and consult with minority communities to promote awareness of diverse cultures, including events.	Ethnic Minorities Information Officer (Libraries)	March 2008	Strategic Improvement Unit, Croydon Council	15 events/ 2 major annual cultural events.
Support reading groups for minority communities.	Ethnic Minorities Information Officer (Libraries)	March 2008	Strategic Improvement Unit, Croydon Council	Regular meetings with five groups.
Work with community stock	Ethnic	March 2008	Strategic Improvement	Purchase stock as proposed by eight panels

ACTION	LEAD	TIMESCALE	MONITORING	SUCCESS CRITERIA
selection groups who provide appropriate library stock for minority communities in Croydon.	Minorities Information Officer (Libraries)		Unit, Croydon Council	within the budget.

Increasing participation in sport and physical activity by target groups				
Continue to engage harder to reach groups.	Sports Development Officers	March 2008	Strategic Improvement Unit, Croydon Council	Increase participation from previous year.
Develop a programme of activities throughout the year that are culturally sensitive and meet the needs of Croydon's diverse community (six additional courses each year).	Physical Activity Coordinator	March 2008	Strategic Improvement Unit, Croydon Council	Introduce six additional courses each year.

(v) Creating Inclusive Communities

ACTION	LEAD	TIMESCALE	MONITORING	SUCCESS CRITERIA
IMPROVE RACE EQUALITY BY TACKLING UNLAWFUL DISCRIMINATION, PROMOTING EQUALITY OF OPPORTUNITY AND GOOD RELATIONS BETWEEN RACIAL GROUPS				
Work toward publishing a corporate single equalities and cohesion scheme including new Equality and Diversity Policy.	Damian Roberts, Sharon Godman	2008	New Partnership CMT Strategy Board CEB	Published Single Equalities Scheme.
Performance manage the activity and targets contained within the Race Equality Scheme including the schedule of impact assessments.	Damian Roberts, Sharon Godman	2008	New Partnership CMT Strategy Board CEB	Reports presented at meetings.
Achieve level 3 of Equalities Standard for Local Government	Damian Roberts,	2009	New Partnership CMT	Self assessment and action plan developed.

ACTION	LEAD	TIMESCALE	MONITORING	SUCCESS CRITERIA
by March 2008 and level 5 by 2009.	Sharon Godman		Strategy Board CEB	
Review the membership of the Corporate Equalities Board.	Damian Roberts, Sharon Godman	2007	New Partnership CMT Strategy Board CEB	New Terms of Reference agreed.
ENSURE PEOPLE IN CROYDON TREAT ONE ANOTHER WITH RESPECT AND CONSIDERATION				
Positively promote diversity within the borough with our partners from statutory, community, voluntary and business sectors.	Damian Roberts, Sharon Godman		New Partnership CMT Strategy Board CEB	Attending a number of partnership meetings. Positive media coverage of diversity.
Conduct a review of the racial harassment system and process.	Damian Roberts, Sharon Godman	2008	New Partnership CMT Strategy Board CEB	System and process in place.
ENSURE PEOPLE FEEL CROYDON IS A PLACE WHERE PEOPLE FROM DIFFERENT BACKGROUNDS GET ON WELL TOGETHER				
Promote the role of faith groups in creating cohesive communities by working with Faith Together Network.	Damian Roberts, Sharon Godman	2008/09	New Partnership CMT Strategy Board CEB	A range of inter-faith events delivered.
Hold a cohesion and equality conference	Damian Roberts, Sharon Godman	2008/09	New Partnership CMT Strategy Board CEB	Conference identifies key priorities to feed into the planning cycle.
ENCOURAGE PEOPLE IN CROYDON TO INFLUENCE DECISIONS AFFECTING THEIR LOCAL AREA				
Establish an Equalities and	Damian	2008	New Partnership	Partnership and Executive Board

ACTION	LEAD	TIMESCALE	MONITORING	SUCCESS CRITERIA
Cohesion Partnership.	Roberts, Sharon Godman		CMT Strategy Board CEB	established.
Conduct an annual resident survey to identify race equality concerns.	Damian Roberts, Sharon Godman	2008	New Partnership CMT Strategy Board CEB	Results published and fed into planning cycle.
Consult with a range of partner organisations and groups to identify race equality concerns.	Damian Roberts, Sharon Godman	2008/09	New Partnership CMT Strategy Board CEB	Results are published and fed into the planning cycle.

(vi) Value for Money

COMMISSIONING & PROCUREMENT OF SERVICES

ACTION	LEAD	TIMESCALE	MONITORING	SUCCESS CRITERIA
To further strengthen procurement and contracting processes across the council to meet the needs and demands the Croydon's BME population who are currently under-represented both in the procurement and commissioning frameworks.	Director of Finance & Resources	2008	Quarterly – Finance/procurement section	Specific indicators defined and included within contracting and procurement process to ensure black and minority ethnic providers are included and have fair opportunities to compete. Best practice and guidance adopted , e.g. CRE procurement guidelines Orientation sessions for potential BME providers held. A cyclical and systematic approach to monitoring and evaluation of applications implemented throughout each stage of the commissioning process.
To engage black and minority ethnic stakeholders and representative groups to ensure that the services procured and contracting process are inclusive of provider organisations from black and minority ethnic communities.	Director of Finance & Resources	2008	Quarterly – Finance/procurement section	Mechanisms and channels established to strengthen and develop black and minority ethnic networks. Appraisal panels developed to reflect the composition of Croydon's communities. Black and minority ethnic groups engaged in mainstream mechanisms and processes. Black and minority ethnic issues reflected in local strategic plans.
To improve representation from under-represented stakeholder groups and service users in procured and contracting frameworks across the council.	Director of Finance & Resources	2008	Quarterly - Finance/procurement section	Capacity building to improve the competitive edge, in terms of procurement of groups within Croydon's community.

| To develop positive action schemes for potential providers who are currently underrepresented or excluded from the commissioning process. | Director of Finance & Resources | 2008 | Finance | research conducted to identify potential barriers to successful bids and barriers to increasing diverse partner provider delivery.

Capacity building to improve the competitive edge, in terms of procurement of groups within Croydon's community.

Systems in place to support and empower staff being to implement positive action strategies.

Training for under-represented and disengaged groups. |

PROCUREMENT OF SERVICES

ACTION	LEAD	TIMESCALE	MONITORING	SUCCESS CRITERIA
TENDERING AND CONTRACTING				
Review current procurement policy and revise as necessary. Review procurement guidance and revise as necessary. Conduct EIA/consult on proposed policy. Monitor and assess results, and plan for improvement. Consider race equality when defining our requirements at each stage of the contract process.	Equalities & Diversity Consultant	2007/2008	Quarterly - Finance	Data collated and analysed. Policy amended to reflect race equality requirements. Contractors fully understand any race equality requirements of the contract. Policy reviewed, revised and staff briefed and trained.

ACTION	LEAD	TIMESCALE	MONITORING	SUCCESS CRITERIA
PROCUREMENT POLICY				
Provide training and guidance for all officers involved in procurement work to ensure those responsible for the race equality elements of a contract to include monitoring. Monitor the way contracts are fulfilled in respect of race equality, where relevant.	Equalities & Diversity Consultant	**2008**	Quarterly - Finance Procurement section	Staff trained & understand the provisions of the race equality duty and how the duty is relevant to procurement. System set-up. Data collated and analysed.

ATTRACTING AND RETAINING TALENT

1. ELIMINATING DISCRIMINATION

ACTION	LEAD	TIMESCALE	MONITORING	SUCCESS CRITERIA
POLICY DEVELOPMENT			**QUARTERLY**	
Develop a system for reviewing HR policies.	Colin Chadwick	2008	HR Consultancy	Systematic reports received by Equalities and Cohesion Board on policies reviewed.
ANTI-DISCRIMINATION POLICY				
Develop anti- discrimination policy. Conduct EIA.	Equalities & Diversity Consultant	2008	Organisational Development	Policy communicated to all staff & TU and agreed as a new policy.
DISCIPLINARY POLICY/PROCEDURE & GRIEVANCE PROCEDURE				
Review & revise existing policy. Conduct EIA.	Equalities & Diversity Consultant	2008	HR Consultancy/Organisational Development	Data collated & analysed. Report submitted to ECB (Equalities and Cohesion Board). Investigation into findings launched.
RECRUITMENT & SELECTION & RELATED PROMOTIONAL POLICIES (I.E. ACTING-UP)				
Review recruitment policy.	S. Harding	2008	Recruitment Team	Data analysed decision taken re - EIA

2. PROMOTING EQUALITY OF OPPORTUNITY

ACTION	LEAD	TIMESCALE	MONITORING	SUCCESS CRITERIA
EXIT INTERVIEWS				
Set up system to ensure consistency in conducting exit interviews and monitoring.	S. Harding	2008	Recruitment Team	Exit interviews undertaken & correspond with monitoring data of staff leaving the council/analysis of data undertaken.
RECRUITMENT ADVERTISING				
Engage with stakeholders/community groups regarding inclusive recruitment methods of advertising.	S Harding	2008	Recruitment Team	Community groups, networks & partners aware of how/ where the council advertises how they may apply. An increased diverse pool of applicants.
RECRUITMENT & SELECTION POLICY				
Impact-assess recruitment policy.	Equalities & Diversity Consultant	2008	Recruitment Team	EIA undertaken new policy launched & communicated.

3. LEARNING AND DEVELOPMENT

ACTION	LEAD	TIMESCALE	MONITORING	SUCCESS CRITERIA
TRAINING ON THE GENERAL & SPECIFIC DUTIES & ACCESS TO TRAINING & DEVELOPMENT				
Develop equality & diversity training programme with specific elements as they relate to the duty. Collate and analyse data on those applying for training for and those receive training. Use outcome of analysis to develop further interventions and provide positive action where needed.	Corporate Equalities HR & OD	December 2008 onwards	Corporate Equalities Learning and Development	Staff trained on the general & specific duties. Staff given awareness training. Data collated and analysed.

DEVELOP POSITIVE ACTION PROGRAMME				
Provide leadership training for under-represented racial groups. Integrate equality targets in staff appraisals.	HR & OD	December 2007 onwards	L&D and OD	▪ Bite-sized Training. ▪ Directorate L&D Programme. ▪ E&D Competencies integrated within PDCS.
EQUALITY DIVERSITY & HUMAN RIGHTS				
Train staff in council's EDHR policy.	Corporate Equalities HR & OD	2008 onwards	Corporate Equalities HR & OD	Staff decide appropriate equality targets for their appraisal.
Impact assess Performance & Competency Scheme.	HR &OD	2007/2008	Organisational Development	Policy agreed as fit for purpose and implemented.

APPENDIX III: KEY FINDINGS FROM THE CONSULTATION PROCESS

Introduction

Consultation with our key stakeholders formed an important part of the design of our Race Equality Scheme. We are very appreciative of all those who took the time and trouble to give us their feedback and have sought to address people's concerns within the scheme in:

- The choice of our key priority areas.

- The identification of key policies and functions requiring impact assessment.

- The design and prioritisation of our action plans.

We recognise the challenging nature of some of the feedback we have received, and understand the magnitude of the task ahead of us. We further recognise that there is an expectation that we translate our commitment into action now, and an expectation that we regularly feed back to people on our progress.

Race Equality Consultation

The consultation methods used in the development of our RES were intranet and website promotion of our intention to develop our RES; focus groups; departmental briefings; a race equality questionnaire.

Consultation was undertaken with:

- BME forums
- EQUA
- SELAH
- Social care women's steering group
- Black managers network
- Chair of Visible (LGBT Group)
- The council's Trade Union
- Staff representative groups e.g. Equalities in Employment Forum
- Black Unison
- Staff focus groups
- Departmental Management Teams

Total number of staff doing the online internal questionnaire: 145 staff completed all or part of the survey.

Total number of staff reserving a place at an internal focus group: 71. There were six two-hour internal focus groups held.

Consultation feedback

The consultation exercise highlighted the need for:

- Greater consistency across the council.

- The development of an organisational culture more supportive of diversity and equalities;

- Stronger leadership around equalities.

- Increased levels of awareness and understanding around race equality.

- Integration of race equality within the council's corporate agenda.

- Effective and consistent implementation of the council policies and procedures.

- A pro-active approach to implementing race equality, with greater accountability for those not adhering to council policy.

- Greater understanding of the role and purpose of staff representative groups (e.g. black workers groups), and the role of positive action in meeting the council's strategic priorities.

- Greater understanding of BME business needs and the need for more engagement with the BME community.

- The sharing of good practice across the council.

We identified some over-arching themes within the feedback we received from our consultations. These themes have formed part of our key priorities for the race equality agenda.

Themes:

- **Recruitment –** staff turnover; representation at senior levels; appointment panels.

- **Leadership and management –** leadership capability around equalities and diversity management accountability.

- **Education –** exclusions.

- **Housing -** homelessness amongst young black men; overcrowding; access/allocations.

- **Unemployment -** higher levels in comparison to other groups.

- **Procurement -** policy and procedures.

- **Community safety –** racist crimes.

- **Race equality impact assessments -** policy planning.

- **Environment & social inclusion –** investment in areas with the highest deprivation.

Stakeholders comments, ideas and suggestions for addressing race equality:

- Council should be more overt about the challenges around race equality and take specific measures to address these challenges.

- Race equality and diversity should be incorporated within the corporate values project and the new behavioural competency framework.

- The corporate steer on race equality needs to be clear and specific and communicated effectively to staff and the community.

- Race equality needs to be focused on addressing positive race relations – encouraging staff from different backgrounds to exchange information on each others' life experiences - to raise awareness and understanding about each other would make for a greater understanding of different viewpoints and needs.

- Members development programme to raise awareness around race and equality.

- Raising awareness of legislation and what it means in practice.

- Have a clear policy that racism and discrimination won't be tolerated by the council, and raise awareness around the policy.

- Genuine anti-racism workshops that seek to examine racism and how it may be challenged positively and successfully.

- Diversity awareness and cultural competence development and training that deals with professional service and behaviour.

- Learning and development aimed at addressing the current inequalities.

- Development programmes for BME staff around maximising potential.

- Equalities professionals consistent across the council, servicing each department.

- Engagement with people who have recently arrived in the borough to ensure service provision is adequate

- Campaigns aimed at schools to raise young people's awareness of discrimination and in addition, meaningful engagement with young people that demonstrates they are an important part of society and how their needs may be met.

- Maintain communication through similar workshops with the focus groups - to listen to people's concerns, communicate clearly why certain things are done and others are not, make changes where possible and have good and sufficient reasons for not making changes - essential to be open and flexible.

- Equality issues should be discussed at team meetings - to keep our duties at the forefront of what we do.

Actions

Set out in the council's Corporate Plan and developed further in this Race Equality Scheme are priorities, objectives and action plans that address the issues raised through the consultation process. In addition there are the following specific initiatives:

- We are in the process of procuring providers to assist us with our Leadership Academy. This is modular-based and will address issues of managing diversity.

- Specific training will be provided for senior managers and Members around their professional leadership role in equalities and diversity.

- Our competency framework already has an equalities component. This will be strengthened when it is reviewed next year.

- The competency framework is an integral part of our performance appraisal scheme, and individuals are rated against their objectives to ensure greater accountability

- Once the corporate values are agreed, these will be embedded within processes such as recruitment and selection and induction.

- We have strengthened our internal communications function to ensure that all staff have access to information and can have a say in the organisation.

- A robust equalities development programme has been agreed and will be overseen by the Equalities and Cohesion Board. This will include a number of positive action initiatives.

- Equalities and diversity is being promoted as one of the 'cross-cutting' themes that needs to be addressed within the service planning process, and support is being offered to help facilitate this.

Corporate Values work

A complementary piece of work currently being undertaken is the engagement of all staff in the development of our organisational values. This work along, with the work on race equality, will contribute towards culture change within the organisation. Values have been summarised at the beginning of the document.

In terms of the development of our corporate values, 800 staff attended corporate workshops. Voting cards were sent out to 10,000+ staff, including schools. Ballot boxes have also been put in various locations and the Chief Executive's blog is also being used as a voting portal.

APPENDIX IV: CONSULTING OUR STAKEHOLDERS

Talkabout Croydon

Croydon's citizens' panel, which provides reliable feedback on important Croydon issues, is made up of 1,500 representative residents. Panel members have agreed to take part in up to four postal surveys each year as well as get involved in other forms of consultation, such as focus groups and telephone surveys.

Neighbourhood Partnerships

The 10 Neighbourhood Partnerships meet up to three times a year. Local people are able to debate about local issues and inform the development of policies, services and plans of statutory agencies and groups including the police, NHS and other service providers such as schools, residents associations, churches, community groups and business organisations.

10 partnerships cover the following ward areas:

- South Norwood and Selhurst
- Sanderstead, Croham, Selsdon & Ballards
- Addiscombe, Ashburton and Woodside
- Broad Green and Waddon
- Thornton Heath, Bensham Manor and West Thornton
- New Addington and Fieldway
- Fairfield, Heathfield and Shirley
- Coulsdon East and Coulsdon West
- Purley and Kenley
- Norbury and Upper Norwood

More information about the Partnerships can be found on our website at: **www.croydon.gov.uk/neighbourhood**

Local Strategic Partnership

Our Local Strategic Partnership involves representatives from the council and other stakeholder agencies and groups in Croydon from statutory, business and voluntary organisations. The director of the BME Forum is a member of the Partnership Board. The Partnership has a number of thematic groups including a social inclusion group. The Partnership is presently setting up an Equalities and Cohesion Board which will assist with consultation on, and monitoring and scrutiny of, progress in meeting equalities and cohesion targets.

BME Forum

The BME Forum is our gateway to the many BME community organisations in the borough. The Forum is funded by the council and provides a link between council departments and the BME community for consultation on policy development matters including Equality Impact Assessments.

Croydon Community Network

Croydon Voluntary Action facilitates a number of equalities networking groups from across the six equalities strands.

APPENDIX V: ABOUT CROYDON

THE COMMUNITY

Demographics of Croydon

Croydon is the largest London borough with a population of 337,000. The age profile is slightly younger than the national average: 39% of the population are aged 25-49 compared with 43% for London and 35% for England.

Croydon has a large black and minority ethnic (BME) population: 40% of residents are from BME groups compared with 42% in London and 15% in England. Croydon has 22,400 people (7%) from White Irish and White Other groups, 43,500 people (13%) from Asian and Asian British groups and 49,100 people (15%) from Black and Black British groups (compared with 11%, 13% and 11% for London respectively). Two thirds (67%) of Croydon's BME population are aged under 40 and 55% percent live in the eight northernmost wards.

Table 11: Croydon and comparator populations by age

Age Group	Croydon	SW London	London	England
0-4	22,000	85,600	513,200	2,955,500
5-14	43,500	148,900	846,900	6,051,300
15-24	43,300	157,500	979,600	6,696,000
25-34	49,400	263,000	1,472,300	6,708,200
35-44	57,400	232,400	1,275,700	7,792,700
45-54	44,500	160,100	879,800	6,516,300
55-64	33,900	124,400	661,100	5,957,400
65-74	22,500	80,500	455,200	4,171,300
75-84	14,800	57,500	311,000	2,859,600
85+	5,700	23,500	117,400	1,054,900
All AGES	337,000	1,333,500	7,512,400	50,762,900

Source: ONS Mid-2006 Population Estimates, August 2007

Table 22: Croydon and comparator populations by ethnic group

Ethnic Group	Croydon	SW London	London	England
White British	200,900	42,752,600	4,342,700	895,800
White Irish	6,300	592,000	194,200	29,300
Other White	16,100	1,623,200	653,800	101,800
Mixed: White and Black Caribbean	5,100	266,300	74,600	12,500
Mixed: White and Black African	1,600	101,400	39,200	5,400
Mixed: White and Asian	3,600	233,100	70,100	13,000
Other Mixed	3,400	190,600	69,400	10,800
Indian	25,100	1,215,400	480,300	59,400
Pakistani	8,600	825,500	163,800	24,200
Bangladeshi	2,100	324,300	166,900	8,100
Other Asian	7,700	309,700	149,000	27,100
Black Caribbean	26,600	590,400	329,400	49,300

Black African	18,900	658,500	412,600	41,900
Other Black	3,600	110,400	62,600	8,300
Chinese	2,700	347,000	107,100	13,900
Other Ethnic Group	3,400	325,200	140,100	21,800
All GROUPS	335,800	50,465,600	7,456,100	1,322,500

Source: ONS Mid-2005 Population Estimates by Ethnic Group (Experimental Statistics)

The level of deprivation in Croydon is less than the London average (deprivation level ranked 21st of the 33 London boroughs) but there are large variations within the borough (as shown in Appendix 1). Sanderstead and Selsdon & Ballards are among the 5% least deprived wards in London while Fieldway, New Addington and Broad Green are among the 30% most deprived. Fieldway is the most deprived ward in the whole of South West London. The four most deprived super output areas (SOA)[1] in South West London are also all in Croydon, in parts of New Addington, Broad Green, Fieldway and South Norwood.

A high proportion of the BME population (compared to the overall borough proportion) can be found in three of the six most deprived wards in Croydon; Broad Green, Selhurst and South Norwood. It can also be seen that areas of Broad Green have the highest levels of deprivation in terms of income, employment, health and disability, education, skills and training, and crime domains of the index of multiple deprivation. Areas of West Thornton have one of the worst levels of overcrowding in the borough.
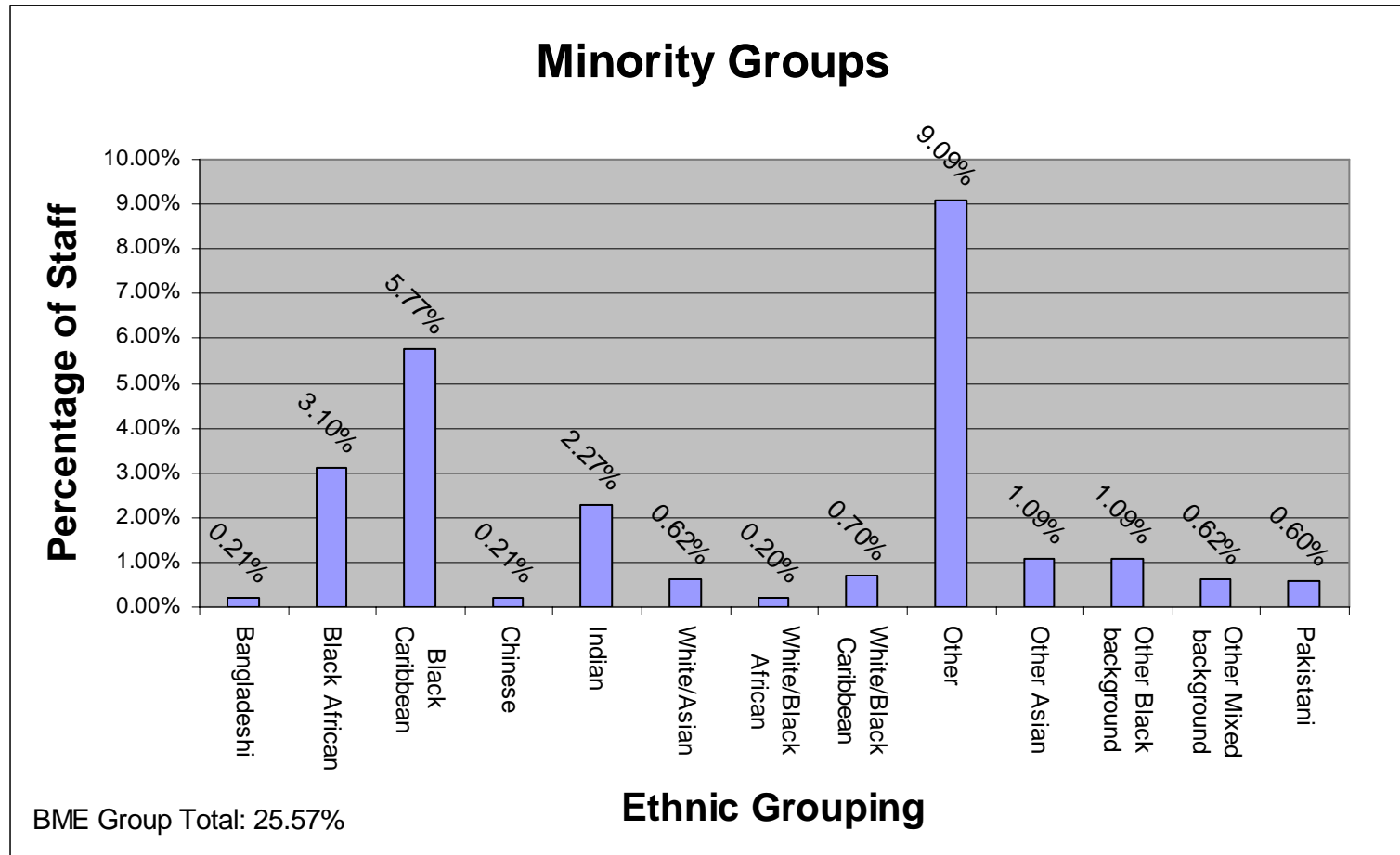
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[1]Super Output Areas (SOAs) are aggregated from output areas used in the 2001 Census and there are 220 of them in Croydon of approximately 1,500 population each.

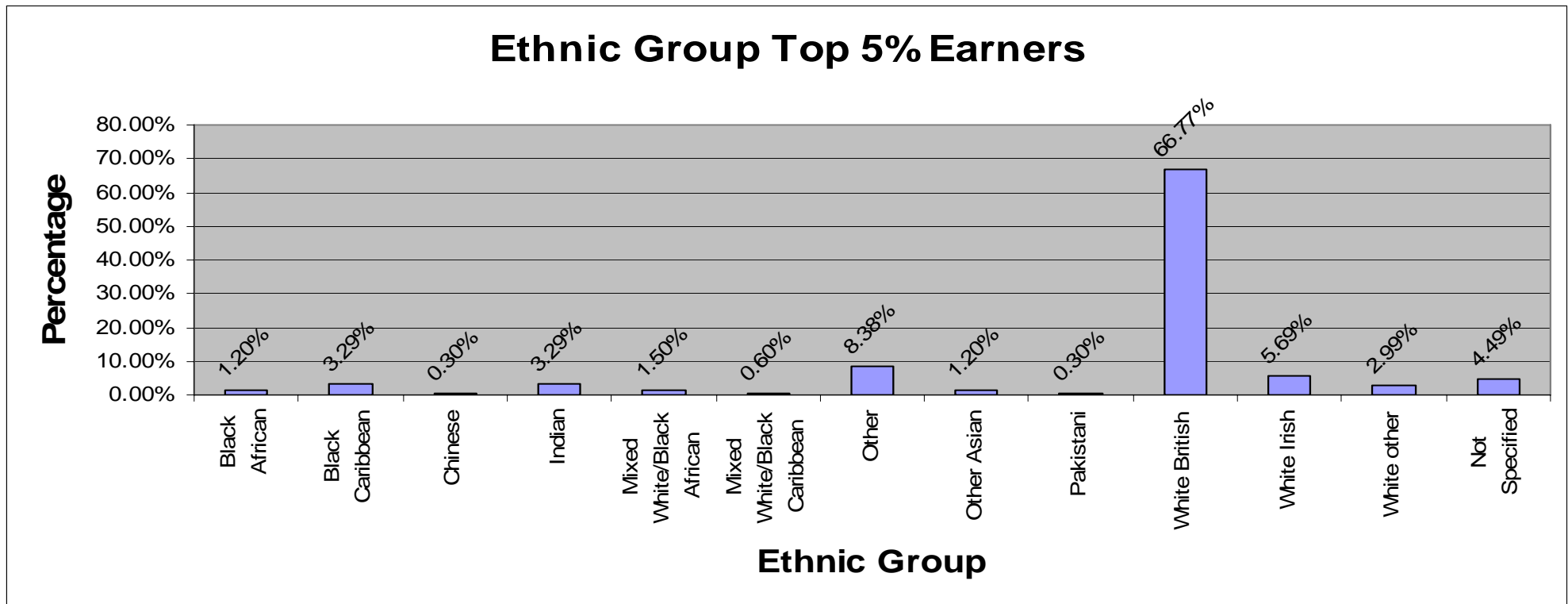## EMPLOYEES
Percentage of BME staff within the council

The graph below details the percentage of staff across the organisation by ethnic grouping. While ethnic groups White British, White Irish and White Other were included in the calculation of the percentage they have been excluded from this graph. Where ethnic group remained unspecified from the source data, this figure has also been included in the calcualtion of the percentage but excluded from this graph.

Minority Groups

Percentage of Staff

Bangladeshi	0.21%
Black African	3.10%
Black Caribbean	5.77%
Chinese	0.21%
Indian	2.27%
White/Asian	0.62%
White/Black African	0.20%
White/Black Caribbean	0.70%
Other	9.09%
Other Asian	1.09%
Other Black background	1.09%
Other Mixed background	0.62%
Pakistani	0.60%

Ethnic Grouping

BME Group Total: 25.57%

EMPLOYEES

Percentage of BME staff within the council who are within top 5% of earners

These figures have been taken from Croydon Council's BVPI returns and detail the percentage of minority group members who are in the top 5% of earners within Croydon Council.

Ethnic Group Top 5% Earners

Ethnic Group	Percentage
Black African	1.20%
Black Caribbean	3.29%
Chinese	0.30%
Indian	3.29%
Mixed White/Black African	1.50%
Mixed White/Black Caribbean	0.60%
Other	8.38%
Other Asian	1.20%
Pakistani	0.30%
White British	66.77%
White Irish	5.69%
White other	2.99%
Not Specified	4.49%

Staff undergoing disciplinary process

Table 1: Total staff recorded as undergoing disciplinary process January 2005 – June 2007

	Ethnic Origin	Number of Staff
1.	Asian or Asian British - Indian	1
2.	Asian or Asian British - Other	2
3.	Asian or Asian British - Pakistani	1
4.	Black or Black British - African	10
5.	Black or Black British - Caribbean	20
6.	Black or Black British - Other	7
7.	Chinese	1
8.	Mixed - Other	3
9.	Mixed - White & Asian	1
10.	Other (not stated)	1
11.	Other (please specify)	3
12.	Other (please specify) Not Known	3
13.	Other (please specify) White	1
14.	White - British	37
15.	White - Irish	1
16.	White - Other	2
17.	(blank)	9
	Grand Total	**103**

Table 2: Total BME staff recorded as undergoing disciplinary process

Total of rows	Number of staff	% of BME of Total Staff
1-9	46	44%

NOTES:
Caution needs to be displayed when interpreting these figures as several factors have impacted upon the results:

- Figures will vary depending upon which categories are included (see table 2).
- Figures (table 2) have not included other minority ethnic groups such as White – Irish.
- Figures are manually inputted into the HR Consultancy cases database and its completeness and accuracy cannot be guaranteed.
- These figures only include formal disciplinary action that has been recorded by HR.

APPENDIX VI: GLOSSARY OF TERMS

A

Adverse impact

Where there is a significant difference in outcomes for different ethnic groups, as a result of implementing a policy or procedure – and this difference being detrimental for one or more ethnic groups.

B

Black & minority ethnic (BME)

Individuals who identify as themselves as being part of an ethnic or racial group other than White British.

C

Cohesion

Bringing together, in an integrated way, economic, social, health and educational policies to facilitate the participation of citizens in society.

Consultation

Asking for views from staff, colleagues, service-users, or the general public on policies or services.

D

Dual Heritage

A term used to describe people whose cultural and ethnic backgrounds are mixed, normally as a result of mixed ethnic group parentage.

Diversity

The difference in ethnic backgrounds, values, attitudes, cultural perspectives, beliefs, sexuality, skills, knowledge, and life experiences of individuals in any group of people.

Due regard

Refers to the considerations that a public authority must give to race equality to ensure that is promoted within all three parts of the Race Equality Duty.

E

Equalities

Refers to all work addressing issues of discrimination and disadvantage, particularly in relation to race, disability, gender, sexuality, religion and age.

Equality

A vision or aim creating a society where power, resources and quality of life are balanced equitably and the structures for planning, organising and delivery of resources allow people to live free from discrimination and oppression.

Equality Impact Assessment

A systematic approach to find out if an existing or proposed policy affects different racial groups in different ways or adversely. (The Race Equality Duty was the first piece of legislation in England and Wales to require impact assessments to be conducted).

Equality monitoring

A process for collecting, storing, analysing and evaluating data about the groups to which people say they belong, and systematically using this data for service planning and policy development.

Exclusion

Where individuals or groups are unable to fully participate in the activities, make use of facilities or benefit from the opportunities available to their community.

F

Functions

The full range of activities carried out by a public authority to meet its legal duties.

G

General Statutory Duty

The duty given to public authorities under section 71(1) of the Race Relations Act 1976, the Disability Discrimination (Public Authorities) (Statutory Duties) Regulations 2005 and the Sex Discrimination Act 1975 (Public Authorities) (Statutory Duties) Order 2006 - to have due regard to the need to eliminate unlawful discrimination and to promote equality of opportunity.

H

Hate crime

Hate crimes are any crimes against individuals or groups where the motive is a form of hatred or prejudice. These crimes can include calling people hurtful names, bullying, damage to property, beating up, stabbing and, at its most extreme, murder.

Human Resources and Organisation Development (HR & OD)

A division of the council, which deals with policy and programmes for recruiting and employing staff, health and safety, occupational health, training and organisation development.

I

Inclusive

A way of working that enables all members of staff and service users to participate fully in all internal and external systems, mechanisms and processes to maximise the benefits.

L

Local strategic partners

The many organisations that Croydon Council works with – public, private, and voluntary to ensure that the people of Croydon have the services they need. Our main strategic partners are the health service and police force.

M

Monitoring

A process for collecting, storing, analysing and evaluating data about the groups to which people say they belong, and linking this data and analysis with service planning and implementing policies.

P

Policies

Policies are the sets of principles or criteria that define the different ways in which an organisation carries out its roles or functions and meets its duties. Policies also include formal and informal decisions made in the course of their implementation.

Positive Action

Refers to specific measures that may be taken to meet the needs of people from a particular ethnic group who are under-represented. Positive action is lawful under s.35 of the Race Relations Act 1976.

R

Race Equality Duty

Refers to both the general duty and, where appropriate, the specific duties, that public authorities must comply with under section 71(1) of the Race Relations Act 1976, and the Race Relations Act 1976 (Statutory Duties) Order 2001, or any other subsequent Statutory Duties Order introduced through section 71(2) of the Race Relations Act 1976.

Race Equality Scheme (RES)

A timetabled plan setting out how a public authority intends to meet its statutory general duty.

Racial group

Groups defined by racial grounds i.e. race, colour, nationality (including citizenship), or ethnic and national origins. All racial groups are protected from unlawful racial discrimination under the Race Relations Act.

Relevance

Relevance means having implications for or affecting the general duty. A function or policy will be relevant to racial equality if it has, or could have, implications for promoting race, disability or gender equality. Relevance is about how far a function or policy affects people, as members of the public and as employees of the authority.

S

Service Development Plan

A time-limited and costed plan that council departments produce each year between December and March to set out how they will improve the services they provide.

Social inclusion

Individuals being able to fully participate in the activities and facilities of our community on an equal basis, and access and benefit from the full range of opportunities available to members of society.

Statutory / specific duties

Duties placed on selected public authorities bound by the statutory general duty as above.