

Greater London Authority

Race Equality Scheme 2005 - 2008

June 2005

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FOREWORD BY KEN LIVINGSTONE, THE MAYOR OF LONDON

Leading London's equality agenda is one of my key aims and underpins all of the work of the Greater London Authority. I want to ensure that the GLA takes a strategic lead in combating discrimination and promoting equality of opportunity throughout London and is regarded as an exemplary employer within the public and private sectors. I want London to be a fair city showing tolerance and acceptance; one where all neighbourhoods and communities have a say in their futures. I want London to be a city where there is no place for any form of discrimination.

Race equality is of major importance to all of us as London is one of the most diverse cities in the world and benefits from the richness of cultural diversity of those who live and work in it. It is also a city of great contrasts, with large disparities between the rich and the poor. London's cultural diversity is regularly highlighted as one of the things Londoners are most proud of. However, while Londoners may generally pride themselves on their tolerance and fairness, there are still many inequalities to be addressed in the discrimination faced by ethnic minority communities in London.

The GLA has established itself as an exemplary equalities organisation that both reflects London's diversity and is able to demonstrate success in achieving its equalities objectives.

A great deal has been achieved in promoting equality of opportunity and challenging discrimination over the first three years of the GLA's Race Equality Scheme. Some key actions have been achieved, including establishing the Mayor's Equalities Commission to help in taking forward my equalities agenda; organising the Black Film-makers' International Film Festival; developing the Black Londoners' Forum as a means of listening to and being influenced by the views of London's ethnic minority communities; establishing a commission to investigate mental health issues within London's African and Caribbean communities. The GLA will continue to support major cultural events, including the Notting Hill Carnival, Chinese New Year Celebration, St Patrick's Day Parade, the Asia Mela and Vaisakhi in the Square.

Through the London Development Agency, I have initiated the Procurement Development Programme, which seeks to create long-term opportunities for small and medium enterprises across the capital to access the millions of pounds offered by the public sector and statutory bodies within London every year. A principal target group of the programme is small and medium businesses driven by people from ethnic minority backgrounds.

To celebrate the life, commitment and achievements of former Tottenham M.P. Bernie Grant, the LDA has also contributed funding of £3.5 million for the development of the Bernie Grant Centre. The centre will be a major ethnic minority-led centre of excellence for the arts in Tottenham.

This Race Equality Scheme will continue to build on the many initiatives taking place within the GLA and the GLA Group. In the GLA we believe that race equality is just one vitally important strand of an overall approach to equalities. Each member of the GLA group has produced a scheme and through our established Race Equality Scheme Working Group we will ensure that these schemes work together to further race equality in London.

This scheme outlines GLA's plans over the next three years to eliminate race discrimination and promote equality of opportunity, ensuring that the Authority continues to strive to become an equalities champion and a world leader on this important issue. Londoners of whatever race ought to be able to live their lives free from discrimination.

Ken Livingstone
Mayor of London

FOREWORD BY LEE JASPER, MAYOR'S ADVISOR ON EQUALITY AND POLICING

The unique diversity of London is one of the city's great strengths. We are a world city and the importance of ensuring equality of opportunity is critical both to maintaining London's economic success in a global economy and ensuring the promotion of harmonious community relations. The Greater London Authority has been at the forefront of championing the race equalities agenda and has set new standards of equality policy that are robust and capable of delivering demonstrable outcomes. Locating equalities at the centre of our work on managing performance across the GLA group enables the achievement of continuous year-on-year improvement.

From 2002 to 2005, the GLA Group has continued to build on its achievements. The report reflects and assesses how effective we have been. I am particularly proud of the following key achievements.

- We have embedded race equalities into our mainstream agenda through robust performance management structure. Race equality actions underpin all the GLA's work from the World Squares programme to the mix and range of cultural events to the Mayoral Strategies. The London Plan, Culture Strategy, Noise Strategy and the Economic Development Strategy all address the impact on race.
- We are developing the GLA as an exemplary equalities organisation, for instance in taking positive steps to ensure the grade profile of the workforce reflects London's diversity. We have set challenging targets and have met and exceeded them for ethnic minority communities – 26 per cent of staff.
- We have successfully delivered an engagement and participation programme for ethnic minority Londoners to contribute to improved services and better policy.. Events have included London Day, London Schools and the Black Child Conference and the Black Public Sector Workers Conference. The scale of involvement, from the capacity crowd of 3,000 parents and educators at the London Schools and the Black Child Conference and capacity audiences at London Day is a massive endorsement of this approach. We have also done some capacity building work by developing the Black Londoners' Forum as a means of developing consultation with target groups.
- We have undertaken extensive research into equalities and diversity encompassing London's changing demography and the impact of social and economic development.
- By establishing the Black and Minority Ethnic Crime Cracking Partnership Board, the Metropolitan Police Service have worked in partnership with local communities to develop ethnic minority sector involvement in crime prevention and reduction programmes in London, and to identify the issues affecting ethnic minority and refugee young people in relation to crime.
- We have carried out ground-breaking work celebrating race equality and diversity, such as the Respect festival, Diwali in the Square, the Asia Mela, Eid Reception and Chinese New Year celebrations, alongside positive actions to address poverty, disadvantage and discrimination as a good model for addressing community cohesion.

London is one of the most diverse cities on the face of the planet. A world-class city achieving world-class equality standards. The GLA recognises the hard work and positive contribution of the GLA group in achieving this level of success. Each of the GLA group members has pioneered cutting edge equality initiatives in their respective fields. Working together we have raised the equality standards in London.

Lee Jasper
Director – Equalities and Policing

SECTION 1: INTRODUCTION

In 1993 Stephen Lawrence was murdered in a racist attack. The failings of the subsequent police investigation led to the Home Secretary setting up the Stephen Lawrence Inquiry in 1997. The inquiry was carried out by Sir William McPherson and in 1999 concluded that the Metropolitan Police processes led to "institutional racism", which it defined as:

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

In response to the Stephen Lawrence Inquiry report, the Home Secretary toughened race relations legislation. The Race Relations (Amendment) Act 2000 strengthened the Race Relations Act 1976. The amended Race Relations Act gives most public authorities a general duty to promote race equality and produce a Race Equality Scheme, which will be reviewed every three years.

In 2002, the GLA produced its first Race Equality Scheme. The review of the scheme was completed in May 2005.

The Legal Context

The Race Relations (Amendment) Act 2000 strengthens the Race Relations Act 1976, by making public authorities subject to the RR(A)A when carrying out all its purposes. The RR(A)A also places a legal General Duty on public authorities that in carrying out all their purposes to have a due regard to

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

The general duty is supported by a series of specific duties one of which is that public authorities produce a Race Equality Scheme.

The Greater London Authority also has a further legislative drive to promote race equality and good relations between people of different racial groups. Under the **Greater London Authority Act 1999**, the Authority must ensure that it takes into account equality of opportunity both in the exercise of its functions and in the formulation of and implementation of any policies, proposals and strategies. The GLA Act also states that the Authority must have regard to the need to:

- Promote equality of opportunity for all people regardless of race, gender, disability, age, sexuality or faith;
- Eliminate unlawful discrimination; and
- Promote good relations between people of different racial group, religious beliefs and sexual orientations.

In 2003, the Government introduced the **Race Relations Act 1976 (Amendment) Regulations 2003**, which incorporates the European Union Race Directive into UK law by making changes to the Race Relations Act 1976. The new regulations introduced new legal definitions of harassment and discrimination; a new legal burden of proof in tribunal or court cases concerning racial discrimination or harassment; and a new exception from the prohibition to discriminate in employment where being of a particular race is a genuine and determining requirement for the job in question.

The London Context

Projections based on the 2001 Census, indicate that there are currently 7.3 million people living in London. The capital is one of the most ethnically diverse cities in the world, with more than 300

languages spoken and more than 14 faiths practiced. There are 42 communities of over 10,000 people born in countries outside Britain living in the capital.

London is home to nearly half of Britain's ethnic minority population. **An ethnic minority community is an ethnic group that is numerically smaller than the predominant white group in Britain.** This includes groups distinguished by their skin colour, as well as Irish, Turkish, Cypriot, Travelling people, Jewish and Sikh people. The latter two being defined as faiths in the 2001 Census London's ethnic minority population stands at 40 per cent, with non-white groups making up 29 per cent of the population.

Ethnic groups in London, 2001 Census

The broad Census categories mask a much wider degree of diversity in the capital

	Number	%	% of group living in London
All groups	7,172,091	100	13.8
White			
British	4,298,861	59.8	9.4
Irish	220,488	3.1	34.4
Other white	594,854	8.3	44.2
Mixed			
White and Asian	59,944	0.8	31.7
White and black African	34,182	0.5	43.3
White and black Caribbean	70,928	1.0	29.9
Other mixed	61,057	0.9	39.2
Asian or Asian British			
Bangladeshi	153,893	2.2	54.8
Indian	436,993	6.1	42.1
Pakistani	142,749	2.0	20.0
Other Asian	133,058	1.9	55.1
Black or Black British			
African	378,933	5.3	79.0
Caribbean	343,567	4.8	60.9
Other black	60,349	0.8	62.8
Chinese or other ethnic group			
Chinese	80,201	1.1	35.3
Other ethnic group	113,034	1.6	51.4

Source: GLA Data Management and Analysis Group - '2001 Census Key Statistics: Ethnicity Religion and country of birth'

London Equality Standard - The Mayor of London is aware that the 2001 Census categories do not adequately capture the ethnic diversity of London. The GLA is, therefore, developing the London Equality Standard to redefine ethnic categories to reflect London's diversity. The standard will list over 40 ethnic minority categories, including Turkish/Kurdish and Turkish Cypriot, Sikh, Somalian, Vietnamese, Nigerian and Armenian. Information on these communities will be used to inform GLA policy direction. There are many instances where the work of the GLA targets particular equality groups.

Race Equality Issues for London

Poverty - There is substantial inequality in income distribution between racial groups. Using the Government's yardstick of poverty as 60 per cent below median income, 73 per cent of Pakistani and Bangladeshi children and 55 per cent of ethnic minority children in London are living in poverty, compared to 32 per cent of White children and 31 per cent of Indian children.

Employment - In terms of employment, white people are more likely to be in higher status and higher skill occupations. Ethnic minority people are more likely than white people to have lower status occupations such as sales occupations, plant and machine work and security. Overall unemployment is over two and a half times higher for ethnic minority groups than for white people in London. This conceals a wide variation between different groups. The rate of unemployment for the Indian group in the autumn of 2001 was 5.3 per cent, not much higher than the white rate of 4.9 per cent, but for the black African group, it was 20 per cent and for the Bangladeshi group it was 32 per cent.

Community Safety - In 2004/05, over 12,500 racist incidents were reported to the Metropolitan Police Service. Many racist incidents are not reported to the police. Estimates based on the British Crime Survey suggested that in 1999, rates of racially motivated crime were 924 per 10,000 adults for Pakistanis and Bangladeshis, 729 for Indian people, 511 for black African and Caribbean people and 51 for white people.

Criminal Justice System - Evidence shows that people from particular racial groups continue to be disproportionately represented in the Criminal Justice System. In London black African and Caribbean people were eight times, and Asian people were five times more likely to be stopped and searched than White people, according to the most recent national statistics released by the Home Office.

Education - On average ethnic minority children, particularly Bangladeshi, Pakistani and black Caribbean children do less well than white pupils in early schooling and make least progress throughout their school years. The rate of school exclusions amongst black Caribbean pupils, especially boys, is higher than any other ethnic group. However, Gypsy and Traveller pupils in England are the group most at risk of failure in the education system.

Environment - People from ethnic minority groups bear a disproportionate burden of environmental inequality. They tend to populate London's most built up and deprived neighbourhoods. Areas with high levels of traffic, poor housing, limited outdoor facilities and areas close to polluting industrial sites. Gypsy and Traveller sites tend to be located in areas with high traffic pollution, leading to their children having a higher incidence of respiratory problems than any other ethnic group.

Accessing responsive and culturally appropriate services - The health, cultural and language needs of ethnic minority communities has been neglected and it is still the case in London that ethnic minority Londoners face significant disadvantages in accessing responsive and appropriate services.

The Greater London Authority

The Greater London Authority (GLA) is a unique form of strategic citywide government for London. The Authority was created by the Greater London Authority Act 1999 and is bound by the Act, which requires that the GLA should act with due regard to equality of opportunity when carrying out all its purposes. The GLA consists of a directly elected Mayor for London and a separately elected Assembly.

The Role of the Mayor of London

Ken Livingstone was elected Mayor of London on 4 May 2000 and re-elected on 10 June 2004. The Mayor's role is to develop London-wide strategies, in partnership with service providers and other major stakeholders in the capital. The Mayor has a range of specific powers and duties, and a general power to do anything that will promote economic and social development and environmental improvement in

London. The Mayor's responsibilities are wide ranging and embrace the police, transport, fire and emergency planning, regeneration, planning, sustainability and environmental issues, cultural affairs, health concerns and equalities issues, as well as the general promotion of London.

The Role of the London Assembly

The London Assembly, which comprises 25 members (14 from constituencies, 11 London-wide), is elected every four years and was also elected on 10 June 2004. The London Assembly's role is to provide a check and a balance on the Mayor by scrutinising the Mayor's performance and making proposals to the Mayor. It also has powers to amend the Mayor's budget, subject to a two-thirds majority decision. The Assembly reviews the Mayor's policies and strategies and gives its views on them in meetings that are open to the public. It also has the power to investigate issues of London-wide significance and make proposals to appropriate stakeholders. The Assembly is also the employer of most of the Authority's staff.

The Mayor's Vision for London

The Mayor's Vision for London is to develop London as an exemplary, sustainable world city. This vision is based on the three underlying principles of sustainable development - strong, diverse and long-term economic growth; social inclusivity to give all Londoners the opportunity to share in London's future success; and fundamental improvements in London's environment and prudent use of natural resources. The vision is delivered through five key themes and objectives for the GLA.

- **An accessible city** - To improve and expand transport in London, to reduce congestion.
- **A city for people** - To promote and enhance London's cultural and creative diversity, to make London a safer city, to address the lack of affordable housing, to lead the urban renaissance and promote sustainable development.
- **A prosperous city** - To strengthen London's economy.
- **A fair city** - To champion equalities in London, to tackle deprivation and economic disadvantage, to promote the health of Londoners.
- **A green city** - To improve London's environment.

The Mayor's Vision explicitly identifies the promotion of race and other equality issues as one of the GLA's key themes. These themes are reflected in the priorities for the GLA's Race Equality Action Plan.

The GLA Act has set three cross-cutting themes for the Mayor of London that the Authority must consider when carrying out its functions to:

- Lead London's equality agenda;
- Promote the health of Londoners;
- Promote sustainable development in London.

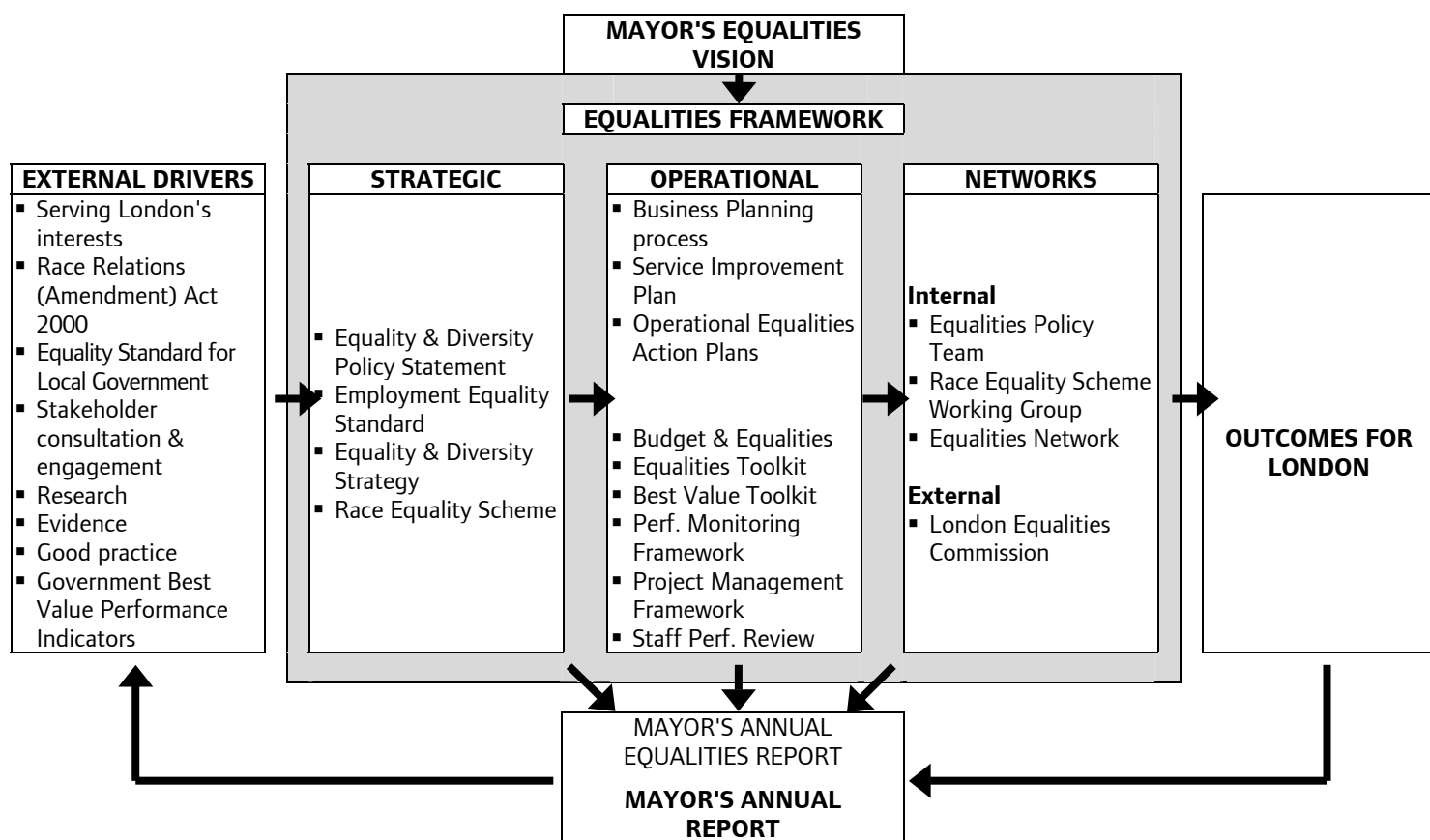
Integral to the Mayor's Vision for London is the Mayor's Equalities Vision, which states that the GLA will be an equalities champion and leader in:

- Promoting equality
- Challenging and eradicating discrimination
- Providing responsive and accessible services for Londoners
- Ensuring the GLA's workforce reflects the diverse population of London.

To achieve the Mayor's Vision for London and Equalities Vision, the GLA has put in place policies, strategies and processes to mainstream the promotion of racial equality into the Authority's operational business.

Greater London Authority Performance Management of Race Equality

In order to mainstream race equality, the GLA has integrated race and other equalities issues into its policy development, implementation, evaluation and review processes. The Authority has established internal procedures and mechanisms to ensure that race equality becomes an everyday feature of its functions.



Best Value Toolkit

The GLA's Best Value Toolkit has guidelines to ensure that all the Authority's Best Value Reviews address racial equalities issues.

Budget and Equalities

The GLA's budget and equalities process is an annual exercise to review and evaluate how GLA resources are allocated in the context of strategic policy, organisational structures and service delivery. It is, therefore, an important tool to enable the Mayor to provide comprehensive strategic leadership in delivering his race equality and diversity policy objectives. The process provides an invaluable opportunity for each organisation in the GLA Group to demonstrate that it is fulfilling its statutory obligations and ensures that racial equality matters are kept at the forefront of the GLA Group's agenda.

Business Planning Process

The GLA's Business Plan incorporates specific racial equality targets identified by each of the Authority's directorates.

Equalities Framework.

Within this framework each part of the organisation accepts its own responsibility for promoting racial equality and challenging discrimination.

Equalities Impact Assessments

The GLA's equalities impact assessment process finds out whether a new or reviewed policy, strategy or project will affect different groups in different ways. All strategies are subject to an equalities impact assessment. The process includes a specific race equality impact assessment.

Equalities Network

The GLA Group Equalities Network was set up in 2003 to share experience, information and good practice; co-ordinate initiatives to avoid duplication of effort; develop joint projects with a view to influencing and developing race equality (and other equalities) strategies, frameworks and toolkits in their organisations; and provide support to equalities officers across the GLA Group. The network consists of the heads of the GLA group's equalities teams.

Equalities Policy Team

The GLA has established an Equalities Policy Team (EPT) to assess, monitor and review the Authority's performance in delivering against its race and other equalities targets. EPT consists of directors and the Mayoral Director (Equalities and Policing). EPT meets every two months.

Equality Standard for Local Government

The Equality Standard is a benchmarking tool used by public authorities to gauge how far they have come in mainstreaming the equalities agenda into the everyday functioning of the organisation. It is a means to help public authorities mainstream equalities issues. There are five levels of the standard. The GLA will reach Level 5 of the Equality Standard for Local Government by the end of 2005. To achieve Level 5 the GLA must have a Comprehensive Equality Policy; have robust assessment and consultation processes; set itself realistic equality targets; have monitoring mechanisms to assess equalities targets and must have achieved and reviewed these targets.

London Equalities Commission

The London Equalities Commission is composed of equalities experts, stakeholder representatives and GLA officers. The Commission is responsible for maintaining an oversight of Mayoral strategies and equalities policies across the GLA and, in conjunction with appropriate partners, identifying and helping to develop opportunities to enhance these strategies and policies. The Commission also encourages, supports and promotes equalities in London and provides a public voice on matters that relate to equalities in the capital. Member organisations are as follows:

- Crime Prosecution Service (Chair)
- Disability Rights Commission
- Commission for Racial Equality
- The 1990 Trust
- Black Londoners' Forum
- Operation Black Vote
- The National Black Women's Network
- Stonewall
- Women's Resource Centre
- People First
- London Older People's Strategy Group
- Federation of Irish Societies
- Halkevi
- Greater London Domestic Violence Project
- British Deaf Association
- Greater London Action on Disability
- Deloitte
- Greater London Authority

Operational Equality Action Plans

An integral part of the Authority's business planning process is to produce detailed Operational Equality Action Plans (OEAPs). OEAPs outline the racial and other equalities work and targets that the Authority will be undertaking each year. Every team within each directorate has to produce an OEAP. The racial targets in the OEAPs are the same as those identified in the Race Equality Scheme.

Performance Monitoring Framework

Under the GLA's Performance Monitoring Framework the racial and other targets identified in the OEAPs are monitored on a quarterly basis.

Project Management Framework

The GLA's Project Management Framework requires that all projects undergo an equalities impact assessment to ensure they do not have a negative impact on any racial group in London.

Race Equality Schemes Working Group

Over the past three years the GLA Group has worked to deliver on its race equality priorities and to ensure that they are achieving successful implementation of their schemes. To help with this process the GLA established a Race Equality Schemes Working Group (RESWG), which consists of key officers across the GLA Group and the Commission for Racial Equality. The RESWG meets every two months to ensure that the actions identified are being accomplished effectively. The group has developed a common approach to the implementation and monitoring of the schemes in the GLA Group.

Service Improvement Plan

During 2002, the GLA Group carried out the '*Equalities for All*' Best Value Review. The Service Improvement Plan (SIP) produced following the review has been adopted and is being implemented by all the organisations in the GLA Group. The SIP identifies all the relevant disparate racial equalities actions under the headings that constitute an exemplary equalities organisation and provides a framework for monitoring progress. The SIP will be reviewed in 2005, as part of the GLA's efforts to reach Level 5 of the Equality Standard for Local Government.

Staff Performance Review

The performance of individual officers on racial and other equalities issues is assessed through the GLA's annual Staff Performance Review process.

Staff at the GLA With Race Equality Responsibilities

Directorate	Operational Unit	Staff	Responsibilities
Mayor's Office	Advisors	<ul style="list-style-type: none"> ▪ Director (Equalities & Policing) ▪ Policy Advisor on Asian Affairs ▪ Policy Advisor on Social Inclusion ▪ Policy Advisor on Human Rights ▪ Director (Public Affairs & Transport) ▪ Business Manager (Equalities & Policing) 	<ul style="list-style-type: none"> - Advise Mayor on issues relating to race equality in London - Advise Mayor on issues relating to human rights in London
	Transport and Public Affairs	<p>London Stakeholder Team</p> <ul style="list-style-type: none"> ▪ Manager (London Stakeholder Team) ▪ Senior Co-ordinator - BME Communities ▪ Senior Co-ordinator - Asian Affairs 	<ul style="list-style-type: none"> - Lead on Mayoral priorities concerning engagement and events with ethnic minority stakeholder groups in London.
Policy & Partnerships	Policy Support	<ul style="list-style-type: none"> ▪ Head of Health & Social Inclusion Unit ▪ Senior Policy Officer 	<ul style="list-style-type: none"> - Undertake equalities assessment of draft strategies - Support and development of impact research into equalities issues
Finance & Performance	Strategic Performance	<ul style="list-style-type: none"> ▪ Head of Strategic Performance 	<ul style="list-style-type: none"> - Develop performance monitoring procedures on key indicators (including race equality) for the GLA group.
		<p>Equalities Team</p> <ul style="list-style-type: none"> ▪ Head of Diversity Performance ▪ Senior Policy & Project Manager (Race) 	<ul style="list-style-type: none"> - Lead on measuring, evaluating and developing race equality action plans and initiatives across the GLA group - Specialist support and advice concerning racial issues across the GLA group - Produce Race Equality Scheme
	Strategic Finance	<ul style="list-style-type: none"> ▪ Budget Development Officer 	<ul style="list-style-type: none"> - Ensure the Mayor's commitment to race equality is prioritised when assessing GLA Group budgets
Corporate Services	Human Resources & Administration	<ul style="list-style-type: none"> ▪ Head of Human Resources ▪ Human Resources Manager ▪ Senior Human Resources Advisor ▪ Learning & Development Manager ▪ Human Resources Advisor 	<ul style="list-style-type: none"> - Monitor and report on GLA workforce profile - Monitor all personnel procedures by ethnicity - Develop and implement equal opportunity recruitment and employment strategies
	Legal	<ul style="list-style-type: none"> ▪ Senior Legal Advisor - Public Law ▪ Legal Advisor, Procurement Manager ▪ Procurement Officer ▪ Procurement Assistant 	<ul style="list-style-type: none"> - Advise officers on the application and implications of the RR(A)A - Advise officers on the legal application of equalities legislation - Produce and implement Procurement Strategy, ensuring that GLA purchases goods and services from suppliers who are committed to race equality. - Monitor contractors' workforce to ensure they are ethnically diverse.

SECTION 2: THE GREATER LONDON AUTHORITY'S RACE EQUALITY SCHEME

What is a Race Equality Scheme?

The GLA's Race Equality Scheme is effectively a strategy and an action plan that summarises the Authority's approach to race equality. Under the Race Relations (Amendment) Act 2000, public authorities have a legal General Duty to promote race equality. The point of the duty is to ensure that race equality is fundamental in the way public authorities work, by putting it at the centre of strategic development, service delivery and employment practices. The GLA's Race Equality Scheme shows how the Authority intends to fulfil its legal General Duty under the Act.

REVIEW OF THE RACE EQUALITY SCHEME 2002 - 2005

The RR(A)A requires public authorities to review their Race Equality Schemes every three years. In May 2002, the GLA published its first Race Equality Scheme, in which the Authority set out what it intended to do to eliminate unlawful race discrimination, promote equality of opportunity and good relations between people of different racial groups. This review of the GLA's scheme demonstrates the GLA's progress in its duty to promote race equality in London. The result of this review is this updated Race Equality Scheme, which covers the next three years 2005 to 2008.

Main Achievements

Mainstreaming Equalities - Since the publication of its first scheme the GLA has embedded race equalities into its mainstream agenda through its performance management structure. The budget and equalities process not only reports on the GLA group's continuous annual progress on promoting race equality, it also details expenditure on race equality in employment, training and service delivery.

Equality Impact Assessments - All Mayoral strategies have undergone equalities impact assessments to ensure that there is not an adverse impact on any racial groups. A race equality impact assessment was an integral part to this process. Mayoral strategies also address race issues. A few examples of Mayoral strategies that underwent the equality impact assessment process are The London Plan, Culture Strategy, Ambient Noise Strategy and the Economic Development Strategy.

Cultural Events - The Mayor has continued to develop his cultural events programme, with new festivals added to the calendar every year. The GLA has continued to organise the Notting Hill Carnival, events for Black History Month, Holocaust Memorial Day, the St Patrick's Day Parade, Chinese New Year celebrations, London Asia Mela, Rise Festival and Diwali. Over the past three years, the GLA has expanded this programme of major cultural events by organising Vaisakhi in the Square, Dandia and St George's Day events.

Stakeholder Engagement and Participation - The Mayor's Stakeholder engagement programme has ensured that the Mayor and GLA policies continue to be informed by London's ethnic minority communities. Over the past three years the GLA has successfully delivered an engagement and participation programme for ethnic minority Londoners to contribute to improved services and better policy. Events have included London Schools and the Black Child Conference, the Irish Community Seminar and the Black Public Sector Workers Conference. The scale of involvement, from the capacity crowd of 3,000 parents and educators at the London Schools and the Black Child Conference and capacity audiences at London Day is a massive endorsement of this approach. The Mayor also engages with London's ethnic minority communities through the funding of the Black Londoners' Forum.

Exemplary Employer - The GLA has made progress towards its aspiration to become an exemplary equalities organisation. The Authority has taken positive steps to ensure the grade profile of the workforce reflects London's diversity.

Crime and Policing - By establishing the Black and Minority Ethnic Crime Cracking Partnership Board, the Metropolitan Police Service have worked in partnership with local communities to develop ethnic minority sector involvement in crime prevention and reduction programmes in London, and to identify the issues affecting ethnic minority and refugee young people in relation to crime.

The GLA also established the Race Hate Crime Forum to improve the co-ordination between key agencies responsible for dealing with victims of race hate crime and improve the effectiveness with which perpetrators of race hate crimes are brought to justice.

There has been an increase in police numbers with improvements in the numbers of ethnic minority police officers being recruited and retained. There is still a long way to go, but the GLA has in place strategies to attract more ethnic minority police officers.

Research - The GLA is at cutting edge of producing race equality data. Its Data Management and Analysis Group is a unique data research function that captures the detail of London's diversity. The GLA has undertaken extensive research into equalities and diversity encompassing London's changing demography and the impact of social and economic development.

The GLA has carried out research into African communities in London. As part of the London Schools and the Black Child programme of activity, the Authority has also carried out research into and produced a report on the issues around recruiting black teachers in the capital. The GLA also published the Asians in London Report after extensive research into this diverse community.

Regeneration - To ensure that regeneration outcomes are equitable, in 2005, the GLA conducted research into regeneration and the disproportionate outcomes for Black and Asian communities. This research will be used to inform the development and implementation of the GLA's future programmes

Corporate Priorities

In the first scheme, the Mayor identified eight policy priorities and three cross-cutting priorities. These policy priorities were the same as those identified in the GLA's Business Plan.

Eight policy priorities

- Improve the quality of public transport in London and reduce congestion
- Make London a safer city
- Strengthen London's economy and regenerate deprived areas
- Promote the case for London
- Lead the urban renaissance of London
- Improve London's environment
- Celebrate London's diversity
- Address the shortfall of affordable housing and homelessness

Three cross-cutting priorities

- Lead London's equality agenda
- Promote the health of Londoners
- Promote sustainable development in London

Each priority had a series of targets to be carried out by officers over the three year cycle of the scheme.

Race Equality Action Plan 2002 - 2005: Target Monitoring

In 2002, GLA identified 362 race equality targets to be achieved by 2005. Over the past three years the GLA has successfully achieved all 362 of these targets.

All actions identified were incorporated into the Authority's Operational Equality Action Plans. OEAPs are an integral part of the GLA's business planning process and provide a systematic way of embedding equalities (in this instance race equality) into the Authority's mainstream activities.

Progress of the race equality targets identified in the OEAPs was monitored on a quarterly basis, with the Head of Diversity and the Mayoral Director (Equalities and Policing) meeting with each directorate to assess and monitor performance.

Every six months progress on OEAPs was reported to the GLA's Business Management and Appointments Committee. It was also reported to the GLA's Budget Committee in terms of performance against the Business Plan.

The Mayor's Annual Equalities Reports gave a more detailed account of how the GLA was meeting its General Duty to eliminate racial discrimination and promote equality of opportunity and good relations between people of different racial groups on a yearly basis. It also reported on some of the specific outcomes from the Race Equality Scheme targets. As well as reporting on the GLA's race equality achievements, the Mayor's Annual Equalities Report also detailed the number of race equality targets in that year that were achieved.

Progress Against Corporate Priorities

The Race Equality Scheme 2002 to 2005 outlined specific actions that would benefit London's ethnic minority communities or contribute to race equality in London. The GLA made steady progress against the targets highlighted. Listed below is a selection of some of the outcomes achieved during that period.

Policy Priority 1: Improve the quality of public transport in London and reduce congestion

Transport Strategy - In the Transport Strategy, TfL has committed itself to supporting wider initiatives to tackle race equalities issues and social exclusion, by improving the efficiency, effectiveness and reliability of London's transport system. Over the past three years the Mayor has increased the number of London Buses and routes, improving transport links in London's most deprived areas, where there tends to be higher ethnic minority populations. This has given these communities greater access to employment outside the area and social inclusion is improved.

Policy Priority 2: Make London a safer city

Black and Minority Ethnic Communities Cracking Crime Board - The Black and Minority Ethnic Cracking Crime Board consists of the GLA group, the Government Office for London, community and voluntary organisations from the equality target groups, the Association of London Government and the Home Office. The board's aim is to increase collective understanding of the experience of crime and its consequences in ethnic minority communities; stimulate ideas and share best practice about what is being done and can be done to reduce crime in those communities; improve opportunities to access funding for crime reduction projects and initiatives; and propose police change and influence police strategy, which will improve the practice of crime and disorder partnerships and key statutory agencies in this area.

Policy Priority 3: Strengthen London's economy and regenerate deprived areas

London Schools and the Black Child Conference - Education and training are key priorities for Londoners. London's economy can only be sustained and developed by ensuring that all Londoners have access to quality education in schools and colleges. They need a range of skills and knowledge to ensure that they have access to a range of jobs. The London Schools and the Black Child annual conference focuses on the continuing inequalities in educational attainment experienced by children

of African and Caribbean heritage in schools. Following the success of the conference the GLA took forward the proposals and recommendations and developed a project to integrate all the work carried out by the Authority regarding the education of black London children.

Policy Priority 4: Promote the case for London

Asylum Policy - The Mayor initiated a City Statement on Common Asylum Policy for the European Union, which has won the support of 15 major cities across Europe, including Rome, Paris, Berlin, Athens and Amsterdam. The Statement puts a clear focus on the cities' key roles and expertise in implementing reception and integration policies.

Policy Priority 5: Lead the urban renaissance of London

Trees and Woodland Framework for London - The GLA and the Forestry Commission have produced a Trees and Woodland Framework for London. The overall goal of the Framework is to provide a strategic approach to trees and woodlands that delivers the Mayor's vision for London and the relevant Mayoral Strategies within the context of the England Forestry Strategy. In doing so, the Framework seeks to ensure that the existing stock of trees and woodlands are managed and maintained to safeguard their value to London both now and in the future; trees and woodlands contribution to London's sustainability and quality of life is maximised; and appropriate new planting is encouraged to further enhance the contribution of trees and woodlands to London life. It is acknowledged in the Framework that trees are most needed where they can provide people with access to nature and natural landscape in areas presently lacking in such access. These areas tend to be the most deprived, where there are large populations of ethnic minority communities. Through appropriate planting the GLA will improve the health of the community

Policy Priority 6: Improve London's environment

Road Noise Equalities Analysis - In 2005, the GLA commissioned consultants to carry out a geo-demographic equalities (including ethnic groups) analysis of the London Road Traffic Noise Map, which was produced by the Department for Environment Food and Rural Affairs. The study is the first of its kind in the UK to explore at a detailed level on a consistent citywide basis how far different population and ethnic groups may be differentially exposed to road traffic noise. The work is designed to explore and demonstrate for the first time the extent and distribution of any such environmental inequality. It will thus contribute to implementing the Mayor's Ambient Noise Strategy, which, sets out his proposals for reducing noise through the better management of transport systems, better town planning, and better design of buildings.

Policy Priority 7: Celebrate London's diversity

Cultural Events - In 2003 and 2004 the GLA's RespectFilm programme included a week-long session of films celebrating London's global diversity, which were shown at cinemas across London. In 2003 the GLA completed the transformation of Trafalgar Square into the primary venue for the Authority's programme for celebrating the city's diverse communities. The GLA will continue to support a programme of events in the square and across London to celebrate the capital's diversity and improve community cohesion, including, Chinese New Year celebrations, Black History Month, Holocaust Memorial Day, the Notting Hill Carnival, St Patrick's Day Parade, St George's Day celebrations, London Mela, Dandia, RomaFest and Vaisakhi. The GLA will also plan for Jewish festival celebrations.

Policy Priority 8: Address the shortfall of affordable housing and homelessness

NOTIFY - In 2004, the GLA and Association of London Government established NOTIFY. NOTIFY is a pan-London initiative designed to improve homeless households' access to services and support when they move into, between and out of temporary accommodation. It is an online system that improves the way that housing, health, social services and education authorities are notified when a household moves. In addition, NOTIFY will improve the coverage and quality of aggregate information about homelessness in the capital. NOTIFY is particularly useful to London's large asylum seeker community, who tend to be housed in temporary accommodation.

Cross-cutting Priority 1: Lead London's equality agenda

London Equalities Commission - In 2005, the Mayor established the London Equalities Commission, to oversee equalities issues in London. The Commission is composed of equalities experts, stakeholder representatives and GLA officers. It is responsible for maintaining an oversight of Mayoral strategies and equalities policies and performance across the GLA and identifying and helping to develop opportunities to enhance these strategies and policies. The Commission encourages, supports and promotes equalities in London and provides a public voice on matters that relate to equalities in the capital. It also initiates and manages research, programmes and action plans to contribute to reducing inequalities in London. The Commission promotes equalities issues, acts as GLA equality champions and receives reports regarding equalities issues in London.

Cross-cutting Priority 2: Promote the health of Londoners

London Health Commission - The GLA works in partnership with the London Health Commission and London Health Observatory to produce an annual Health in London report, which provides vital information on the health of Londoners. The report has a section dedicated specifically to inequalities in health between different racial groups. It also identifies opportunities for change, along with action that builds on current policy initiatives.

Cross-cutting Priority 3: Promote sustainable development in London

London Sustainable Development Commission - In 2002, the Mayor established the London Sustainable Development Commission, comprising key representatives from the economic, social, environmental and London governance sectors. The Commission has an important role in promoting sustainable development in London and advising on the sustainable nature of London wide strategies, including those produced by the GLA. The Commission has set up and written guidance on carrying out Sustainability Assessments on proposed strategies, policies and projects. The Commission has indicated four principals of sustainable proposals, one of which is respect. The Commission has stated that proposals which respect London's racial diversity (as well as environmental and structural diversity) are more likely to be sustainable. A vital part of the Sustainability Assessment process is to consider the impact of proposed policies and projects on London's ethnic minority communities.

RACE EQUALITY SCHEME 2005 - 2008

This is the GLA's Race Equality Scheme for the next three years. As well as the General Duty to promote race equality, the RR(A)A also identifies a series of Specific Duties that public authorities have to carry out to help them meet the General Duty. The GLA's updated Race Equality Scheme states the GLA's arrangements for meeting the following Specific Duties:

- Identifying functions and policies relevant to the General Duty of the Race Relations (Amendment) Act;
- Assessing and consulting on the likely impact of proposed policies on the promotion of race equality;
- Monitoring policies for any adverse impact on the promotion of race equality;
- Publishing the results of assessments, consultation and monitoring;
- Ensuring public access to information and services;
- Training staff on their duties under the Race Relations (Amendment) Act;

The RR(A)A also specifies an Employment Duty, which employers have to comply with. In this Race Equality Scheme, we also set out how the GLA intends meet its legal duties in its role as an employer.

As well as looking at the Authority's arrangements for meeting the above duties, the GLA will also address other key issues for race equality in London. These are:

- Procurement
- Community cohesion
- Government liaison
- UNESCO European Coalition of Cities Against Racism
- Refugees and asylum seekers
- Ethnicity and other equalities issues

The GLA's Race Equality Scheme reflects the two faces driving the Authority's race equality agenda:

- External face - promoting equality of opportunity and good relations between different racial groups through cultural events, supplier diversity and partnership working
- Internal face - challenging discrimination through internal equality and diversity policies and policy assessment, performance and review procedures and staff training.

These two faces fit neatly into the three parts of the General Duty of the RR(A)A.

The Mayor, the London Assembly and the Chief Executive, as Head of Paid Service, are ultimately responsible for the delivery of the Mayor's objectives and/or the Authority's statutory responsibilities. Their role is to guide and steer the rest of the organisation and ensure that it achieves its goals in the most effective and efficient manner. As such the responsibility for the implementation and review of the Race Equality Scheme rests with them.

This Race Equality Scheme is a public document and the GLA will be answerable to the public for delivering the programme set out in the scheme.

Identify Functions and Policies Relevant to the General Duty of the Race Relations (Amendment) Act

The GLA is a strategic body and, with the exception of the management of Trafalgar Square and Parliament Square Garden, does not deliver services in the same way that local authorities do. The main function of the Mayor is to devise, implement and revise strategies around transport, planning and development, environmental issues and culture. In addition the Mayor has the overall responsibility for setting the budget for the GLA and the four functional bodies in the GLA group – Metropolitan Police Authority (MPA), Metropolitan Police Service (MPS), London Fire and Emergency Planning Authority (LFEPA), London Development Agency (LDA) and Transport for London (TfL).

The London Assembly has responsibility for employing most GLA staff. Personnel, recruitment and training policies fall within the London Assembly's remit, in consultation with the Mayor, who retains budgetary responsibilities for these activities.

The GLA will assess all its functions and policies to see whether they are relevant to the General Duty of the RR(A)A to eliminate racial discrimination and promote race equality. To identify the relevant functions and policies the GLA has drawn from its statutory functions and the policies that have been adopted to fulfil these functions.

Please see Section 3 for the functions and policies assessed as relevant to the General Duty of the Race Relations (Amendment) Act 2000

Assessing and Consulting on the Likely Impact of Proposed Policies on the Promotion of Race Equality

Assessing the Likely Impact of Proposed Policies on Race Equality

The GLA will carry out a formal Equalities Impact Assessment (EqIA) at the early stages of the development of all strategies, policies and projects that are relevant to the General Duty of the RR(A)A, to assess whether there is any impact on any particular racial group. This process is an integral part of the planning and implementation of strategies, policies and projects. The assessment will be done before any consultation and will include a specific race equality impact assessment. The GLA will also carry out an EqIA of proposed revisions of existing strategies and policies.

The purpose of an EqIA is to find out whether a proposed policy, strategy or project will affect different groups in different ways. It is the process for identifying the future consequences of a proposed action in terms of equalities and the task of taking all possible steps to make sure that people from different racial groups are not negatively affected compared to others. The process illustrates how complex impacts can be on ethnic minority communities.

As part of its stakeholder engagement programme, the GLA gives funding to the National Assembly Against Racism. Findings from this organisation's research are also used to identify where negative racial impacts are likely to occur.

Individual officers leading on the development of strategies, policies and projects are responsible for ensuring that EqIAs are carried out at the planning stage. If, through this assessment process, an unintended adverse impact is highlighted, the GLA will make the necessary changes to the policy to ensure that that negative impact is either removed or minimised.

The GLA has produced an EqIA booklet to guide officers through the process of carrying out a robust impact assessment. The booklet contains a series of questions officers have to consider when developing strategies and policies and the format the impact assessment should take. All EqIAs are received by the GLA's Head of Diversity Performance who reviews and monitors them to ensure that they are of an acceptable standard. The assessments are also kept in the Equalities Team for audit purposes. The GLA's EqIA process is being reviewed, with updated process and guidance being implemented in late 2005. The GLA's revised Race Equality Scheme underwent an EqIA in the initial stages of its development. In its first draft, the scheme was assessed as not having a negative impact on any particular equality group. However, the scheme did not actively promote equality of opportunity for all equality strands. The scheme has since been modified to promote positive impacts on gender, disability, sexuality, faith and age.

Consulting on the Likely Impact of Proposed Policies on Race Equality

In proposing any new strategies and policies the GLA will consult with the relevant groups for their views on whether they think that the policy will help eliminate unlawful discrimination, promote equality of opportunity and good relations between people of different racial groups. In particular, views will be sought on any likely adverse impact and, where this may occur, views on what changes could ensure that the policy did not discriminate.

In 2001 the Black Londoners' Forum was established with funding from the GLA. The forum is a key organisation in the capital, providing civic representation of London's ethnic minority communities and organisations. Through its Stakeholder engagement programme, the GLA will continue to consult with the Black Londoners' Forum and other designated stakeholder organisations to determine the likely impact of its policies in relation to race equality.

In consulting on the likely impact of proposed policies and strategies the GLA will follow the principles laid down in its consultation framework **Consulting London**, i.e.:

- Meeting statutory obligations including the need for sufficient information and sufficient time for those consulted to be able to respond meaningfully.
- Consulting with a clear purpose and advance planning.
- Treating those consulted with respect.
- Efforts and resources spent on consultation being proportionate to the impact of decisions and the importance of the issue.
- Understanding what we know already before doing more, and only consulting when directions or decisions can be informed, confirmed or reviewed.
- Avoiding duplication and consultation fatigue.
- Where appropriate, using a range of methods and ways of reaching people.
- Using opinion polling to seek Londoners' views on key issues.
- Actively seeking out the views of traditionally excluded groups and of those that respond less readily to consultation.
- Providing feedback on consultation outcomes to participants and the public as appropriate.
- Demonstrating how consultation has influenced outcomes.
- Linking consultation results to decision-making.
- Communicating in clear and accessible ways in relation to documents, information and public meetings. Providing information to enable participants to make informed decisions.
- Promoting transparency and openness.
- Learning from best practice and innovation.

The GLA's race equality work has an impact on all Londoners, particularly ethnic minority communities. The Authority's consultation will involve its functional bodies, stakeholders, experts and community and voluntary organisations with an interest in race equality issues.

In reviewing its Race Equality Scheme, the GLA carried out extensive consultation with staff and stakeholders. In 2004, the GLA consulted with staff across the organisation. Consultation with stakeholders was carried out over a three month period. This exercise included a mail-out to relevant voluntary and community organisations as well as a series of focus groups with ethnic minority women, older people, young people and disabled Londoners. Responses received and comments from the groups have been used to inform this review of the scheme.

Monitoring Policies for Any Adverse Impact on the Promotion of Race Equality

The GLA is committed to monitoring the implementation of its policies to check the progress and effectiveness of its functions and policies. All the functions and policies that have been identified as relevant to the General Duty to promote race equality are monitored for adverse impact.

To ensure that the relevant information is available to assess the impact of its policies, the GLA collects ethnicity data on an ongoing basis. The GLA has robust systems of data collection that can be

analysed to check whether there are any differences in how the implementation of its policies affects different ethnic groups. If an adverse impact is highlighted for any particular group, the GLA will review the policy and, where possible, modify or amend it to ensure greater equality in its outcomes.

The GLA also receives information on how its policies affect different ethnic groups through its ongoing consultation and engagement programme. Feedback from stakeholder events and conferences, consultative forums, satisfaction surveys, relevant comments and complaints, opinion polls and public and committee meetings are also taken into account when assessing and reviewing policies and functions.

Publishing the Results of Assessments, Consultation and Monitoring

The GLA will ensure that the results from assessments, consultation and monitoring are available to the public in full. Wherever reports include only summaries of these results, they will indicate where more comprehensive information can be found.

The GLA will not 'cherry pick' favourable comments, nor will it write reports of consultation that do not accurately reflect the breadth of views received. Minority views are essential to the process of ensuring race equality.

A list of key documents and reports will be posted on the GLA website with advice on how to obtain the full material if it is not already available on the website. This list will be held in reception and within Directorates and will be published in the Mayor's Annual Equalities Report

When publishing the results of any assessments the GLA will:

- Provide a description of the proposed policy and a summary of the results of the assessment. Details of any action to be carried out in light of the assessment will also be made available.
- Provide a description of the process adopted and why, giving details of how the assessment was carried out and a summary of replies received from those consulted.
- In the case of monitoring for adverse impact, provide an explanation of monitoring and why it was important, the monitoring system and methods used, a summary of monitoring activity and how the results will be used to promote and maintain race equality

Ensuring Public Access to Information and Services

A crucial part of the GLA's commitment to promote race equality, is to ensure that all the Authority's communications in the form of publications, meetings, information and events are accessible as possible to all Londoners. The GLA's **Accessible Communication Policy** was written to ensure that all staff were aware of what was expected of them, ensure that there was consistency in the Authority's communications and ensure the widest possible access for people who do not speak and/or read much English and for disabled and Deaf Londoners. To achieve this the Greater London Authority will:

- ensure appropriate access to interpreting, translation and communication support for disabled people and people for whom English is not a suitable language of communication
- make sure communities are aware of their rights and entitlements by outlining arrangements for the provision of communication support facilities and how to access them
- allocate appropriate resources
- consult with Londoners to ensure that the communication support facilities are appropriate to their needs
- give staff sufficient guidance and support to enable them to effectively put the accessible communications policy into action in an effective manner.
- regularly monitor the effectiveness of the policy and publish the results in the Mayor's annual equalities report.

The Mayor has also implemented a variety of creative methods for reaching ethnic minority Londoners to ensure that information about the GLA and issues relevant to Londoners is widely distributed and understood. These include:

- The Mayor's Annual Report and Equalities Annual Report is distributed widely in hard copy and is available to read on the website.
- Communicating to Londoners through the Black Londoners' Forum and London Civic Forum.
- Organising a range of public events, seminars and conferences intended to attract different ethnic minority groups.
- Encouraging participation in the People's Question Time.
- Holding receptions for particular race equality issues or equality target groups and organisations.
- Translating the GLA newspaper 'The Londoner' into ten ethnic minority languages.

British Sign Language (BSL) is the chief language used by Deaf Londoners. It is not English, but a distinct language. There is a significant Deaf community in London and the GLA acknowledges BSL as a community language. Therefore, in organising events, conferences and consultation exercises, the GLA will provide a BSL interpreter to ensure Deaf participants have full access to information.

Training Staff

It is essential that all GLA staff have a good basic knowledge of the RR(A)A and are given specialist knowledge relevant to their work, so that they can carry out their duties in accordance with the General Duty of the RR(A)A.

In 2003, the GLA implemented its Race Equality Scheme Integration Programme (RESIP), which enabled staff and Assembly Members to understand the relevance of the scheme to individual sections and teams.

Staff at all levels of the GLA and London Assembly Members have been involved in the development and implementation of the programme, which was rolled out across all directorates and the Assembly. It involved interactive exercises and small group work - so that all participants could engage in the debate in respect of race equality work in a meaningful way. Participants also received training in some of the key requirements of the Race Relations [Amendment] Act 2000 including the implementation of Race Equality Impact Assessments. The programme was delivered by consultants and trainers from the 1990 Trust.

Over the next three years the GLA will organise another training programme to inform new staff and refresh existing staff on their duties under the RR(A)A.

Complying with the Employment Duty

The RR(A) also specifies an Employment Duty which public authorities have to comply with. The GLA has had arrangements in place for implementing this duty since 2002. These enable the Authority to continue to identify issues around recruitment, advancement and retention within the organisation. To this end, the GLA will continue to monitor the following by ethnic group:

- **Number of staff in post** - The GLA currently monitors staff in post. Employee details are held on the Human Resources database. This information can be assessed by race, which can then be broken down by and cross referenced with disability, gender and age.
- **Applicants for employment** - All jobs are advertised externally and subject to open competition. The ethnicity, gender and disability of all applicants for employment, those who are shortlisted and those offered an appointment are all monitored.

- **Applicants for training** - Applicants for training and/or study leave are required to complete a training agreement form. Human Resources monitors these applications for training by racial group.
- **Applicants for promotion** - All jobs are advertised externally, but the GLA also monitors the career progression of staff. This information is built into the Human Resources monitoring reports that are assessed by the Equalities Policy Team.
- **Training** - The GLA monitors the ethnicity, gender and disability status of all staff who receive training.
- **The performance assessment process** - All new staff at the GLA have to pass a six month probation period, during which time their performance is assessed at one, three and five months. If staff successfully complete their probation, ongoing performance is monitored via the GLA's performance review scheme. The Human Resources' system is designed to track individual performance and can monitor by racial group at each stage of the process.
- **Grievance procedures** - The GLA monitors the date of the incident, details of the incident, the persons hearing the case and the outcome of the hearing. This information is analysed by ethnicity.
- **Disciplinary procedures** - The GLA monitors the date of the incident, details of the incident, the persons hearing the case and the outcome of the hearing. This information is analysed by ethnicity.
- **Leavers** - All staff who leave the GLA are invited to attend an exit interview. The information gathered during the meeting is recorded on the Human Resources database and reported on every six months. This information is analysed by ethnicity.

Monthly reports on all the above are produced and reported to the Equalities Policy Team, which meets every two months. Six monthly staff compendium reports are also produced for the Business Management and Appointments Committee. This information is also published annually in the Mayor's Annual Equalities Report.

As well as complying with the employment duty of the RR(A)A, the GLA is also aiming to be an exemplary employer. Stakeholders have urged the GLA to lead by example in championing the Mayor's equalities agenda. The GLA has, therefore, set itself the following tasks:

- Developing and cultivating staff at every stage of their employment;
- Taking positive steps to ensure that the grade profile of the workforce reflects London's diversity;
- Valuing and exceeding existing relevant legislation and codes of practice in the formulation and implementation of Human Resources policies and procedures;
- Developing monitoring systems to review and implement best possible practice.

GLA Workforce Profile

The GLA set an employment target that at least 25 per cent of the workforce should be from an ethnic minority background for all levels and pay grades, including the top five per cent. This was to create a workforce that reflected London's diverse population. Over the life of the GLA's first Race Equality Scheme, the Authority has met and exceeded this target.

	2002/03		2003/04		2004/05*	
	Number	%	Number	%	Number	%
Asian or Asian British	45	8	55	9	49	8
Black or black British	86	15	99	15	96	15
Chinese mixed race or other	12	2	20	3	23	3

Total	143	25	174	27	168	26
White	413	75	469	73	467	73
Total	556	100	643	100	635	100

* Workforce profile as at 31 March 2005

The main factors underpinning the GLA's success is the promotion of the Authority as an employer of choice to ethnic minority job applicants, attending job and career fairs to discuss opportunities with potential applicants and running workshops to help people understand that GLA's shortlisting and interview processes.

Although the GLA's workforce profile has improved, the number of Asian staff remains below the target figure for this particular group. To improve numbers, the GLA commissioned research within the Asian community in order to inform future recruitment practices. In addition, the range of Asian specific media used for recruitment and advertising has been reviewed. The GLA also commissioned some editorials profiling Asian employees at work in the organisation.

In 2003/04 staff from ethnic minority backgrounds reflected 26% of employees seconded to a higher paid post within the GLA; 33% of places taken on corporate learning and development initiatives and 23% of those leaving the Authority.

Over the last three years, London's ethnic minority population has increased from 25 to 29 per cent. In order to continue to have a representative workforce, the GLA will review its race employment targets in 2005/06. The GLA will also establish recruitment, retention and promotion targets for the functional bodies.

Other Key Issues

Procurement

The GLA works in close partnership with the agencies that provide the Authority with goods and services. The GLA has, therefore, used procurement as a means to implement its duty to promote race equality. Three of the key objectives in the GLA's **Procurement Strategy** are that the GLA:

- Only purchases goods and services from suppliers who have a commitment to race equality of opportunities for their workforce and their customers;
- Nurtures a wide range of small and medium size enterprises representing London's diverse communities and encourages them to tender for GLA contracts;
- Secures fair employment terms and conditions of service for employees of contractors providing services and/or goods to the Authority.

By ensuring that there is a fair employment clause in every service contract which the GLA awards, the Authority uses the procurement process to promote good practice in its private contractors.

The **Procurement Development Programme (PDP)** is a three-year LDA flagship programme which seeks to create real and long-term opportunities for Small and Medium Enterprises (SMEs) across the capital to access the millions of pounds of procurement contracts offered by the major public sector and statutory bodies within London every year. Specifically, a principal target beneficiary group of the Programme is small and medium businesses driven by people from ethnic minority backgrounds as the GLA has recognised that this group is significantly under-represented in its current procurement patterns, and that ethnic minority led SMEs are amongst the fastest growing drivers of economic growth within London.

The PDP takes a holistic approach to development, combining a mixture of initiatives targeted both at training and building capacity amongst SMEs to meet the needs of Public sector purchasers; whilst also working closely with the GLA group of organisations to develop an in-depth profile of their

respective procurement protocols, strategies and habits and to identify how these organisations can shape their strategies to promote inclusion in procurement.

London's economic success in a global market is due to its diversity. In order to continue in this position, the private sector must tap in to the rich seam of talent available in the capital's ethnic minority communities. **Diversity Works for London (DWfL)** is a three-year £10 million Mayoral campaign to promote the business case for workforce and supplier diversity. Through the London Development Agency, the Mayor hopes to encourage and influence best practice in workforce diversity in the business, public and voluntary sectors. DWfL aims to campaign to engage private, public and voluntary sectors in promoting equality; champion workforce and supplier diversity; challenge workplace discrimination; and communicate best practice.

Community Cohesion

Community cohesion is crucial to promoting a strong and healthy society. A cohesive community is one where there is a common vision and a sense of belonging for all communities; the diversity of people's different backgrounds is appreciated and positively valued; those from different backgrounds have similar life opportunities; and strong and positive relationships are being developed between people from different backgrounds in the workplace, in schools and within neighbourhoods. A cohesive community creates a society in which people from different ethnic backgrounds can live and work together in an atmosphere of mutual respect and understanding.

Community cohesion reflects the third part of the General Duty - promoting good relations between people of different racial groups - and is a vital part of that Duty. It is only through changing the hearts and minds of people, that we can truly eliminate race discrimination.

London is a city with large numbers of different ethnic minority communities. Because of different cultures, traditions and social circumstances, there are bound to be tensions between ethnic minority communities and the white British majority as well as conflict between different groups.

Every year the GLA supports a programme of cultural events to celebrate the different ethnic communities in London. These events include the Respect Festival, Notting Hill Carnival, RomaFest, Vaisakhi in the Square and Diwali celebrations. The GLA also supports a month long series of events and seminars for Black History Month. These various events, conferences, seminars and celebrations help to engender greater cultural understanding between London's many ethnic groups

As well as being a celebration of London's race, faith and cultural diversity, the GLA's **Cultural Strategy** also identifies the need for different ethnic minority and faith communities to work together to deliver on the Mayor's cultural aspirations for the capital. In 2004 the Mayor, in partnership with the Anne Frank Trust UK, offered young Londoners a chance to sign the **Anne Frank Declaration**, committing them to challenge racial and religious prejudice and hatred, as a symbolic 75th birthday present to Anne Frank.

The GLA promotes community cohesion through economic development. Through the LDA, the GLA works to regenerate deprived areas of London, where issues of social exclusion can lead to tensions between ethnic groups. The GLA, through the LDA, aims to support communities in these areas through the transition from unemployment (or under-employment and low pay) to well paid and sustainable employment and other economic activity; support the development of sustainable enterprises that are either owned or managed by target communities; work with target communities to address other cause and effects of economic exclusion e.g. by capacity building, improving access to affordable goods and services and adding value to community regeneration programmes.

The fear of crime can lead to tensions within diverse communities, with older and settled communities blaming crime on more recent arrivals. Through its community safety work with the MPS and MPA,

the GLA is working to improve community safety in local areas and across London. The **Safer Neighbourhoods** scheme, which is part of the MPS's Step Change Programme, consists of local communities working with the Police towards the common goal of reducing crime in their local areas. Figures show that Safer Neighbourhoods (SN) initiative is having a real impact on crime. From April to June 2004, burglary was down 13% in SN areas compared to 9% where there was no scheme, and other anti social crimes were showing the same trends. Overall reported crime was down by 3.2% on SN sites compared to 1.8.% across the Metropolitan Police area. Evidence has shown that these communities are more settled because of reduced crime rates and that there is less tension between groups in these areas than those that have not taken up the scheme. Over the next three years, subject to funding, the MPS aim to roll out the SN initiative across the capital.

There are many aspects to community cohesion and the GLA is working to deal with these through its work and through its functional bodies to bring all ethnic communities together and to develop strong healthy communities.

Government Liaison

Because of the London's size and unique ethnic demography, the Home Office is aware that London is key to the Government achieving its race equality targets. The GLA is a key stakeholder partner in Government policy development and decision making processes. The Government is committed to working with the GLA and the Commission for Racial Equality to create an effective mechanism to promote race equality in London.

The GLA is also a member of the Government's Race Equality Advisory Panel, which helps the Home Office develop its national strategy on race equality; advises on implementing and delivering existing policies and programmes; provides ad hoc advice on specific topics; and provides a link to communities. The panel consists of the GLA, other public authorities, faith groups, academic establishments and private and community sector organisations.

The GLA sits on the Commission for Racial Equality's (CRE) London Board, which is one of the commission's advisory stakeholder panels for politically devolved areas of Britain. The Board provides high-level advice to CRE Commissioners on race equality matters in London and takes forward on their behalf, key issues with a London specific perspective.

UNESCO European Coalition of Cities Against Racism

The UNESCO led European Coalition of Cities Against Racism (ECCAR) was launched at the 4th European Conference for Human Rights in Cities, which took place in Nuremberg in December 2004. Over 400 participants representing more than 135 cities located in 19 different European countries attended. London was represented and signed the declaration of intent. The European coalition will eventually form part of an International Coalition of Cities against Racism.

A group comprising representatives of the following cities devised the 10-point plan of action and declaration: Barcelona, Krakow, Paris, Saint-Denis, Stockholm and Nuremberg. Nuremberg is the lead city for the European coalition.

In 2005, London became a signatory to the ECCAR 10 point plan of action and declaration and has undertaken the role of lead city for this initiative in Britain. The GLA is already carrying out considerable work in line with the 10 action points. Examples of GLA activity are listed below.

UNESCO ECCAR Action point	Examples of GLA activity
1. Greater vigilance against racism. To	▪ Black and Minority Ethnic Cracking Crime Board -

UNESCO ECCAR Action point	Examples of GLA activity
<p>set up a monitoring, vigilance and solidarity network against racism at city level.</p>	<p>aims to increase collective understanding of the experience of crime and its consequences in ethnic minority communities; stimulate ideas and share best practice about what is being done and can be done to reduce crime in ethnic minority communities; improve opportunities to access funding for crime reduction projects and initiatives in ethnic minority communities; and propose police change and influence police strategy, which will improve the practice of crime and disorder partnerships and key statutory agencies in this area.</p> <ul style="list-style-type: none"> ▪ Race Hate Crime Forum - aims to improve the co-ordination between key agencies responsible for dealing with victims of race hate crime and improve the effectiveness with which perpetrators of race hate crimes are brought to justice. Its overall purpose is to help reduce and prevent race hate crimes, improve the confidence and satisfaction of victims in reporting crimes, and promote consistent service across London. ▪ National Assembly Against Racism - the GLA has worked with the NAAR to organise events and initiatives to fight against racism on a London-wide level. E.g., Student RespectWeek, NAAR has provided speakers at CapitalWoman conferences
<p>2. Assessing racism and discrimination and monitoring municipal policies. To initiate, or develop further the collection of data on racism and discrimination, establish achievable objectives and set common indicators in order to assess the impact of municipal policies.</p>	<ul style="list-style-type: none"> ▪ London Equalities Commission - has an observatory role. It monitors GLA race equality data, targets and actions. ▪ Race Equality Scheme Working Group - consists of key officers across the GLA group and the Commission for Racial Equality. The RESWG meets bi-monthly to ensure that the actions identified are being accomplished effectively. The group has developed a common approach to the implementation and monitoring of the schemes in the GLA group. ▪ Equalities Impact Assessment Process - assesses whether a new or reviewed policy, strategy or project will affect different groups in different ways.
<p>3. Better support for the victims of racism and discrimination. To support victims and contribute to strengthening their capacity to defend themselves against racism and discrimination.</p>	<ul style="list-style-type: none"> ▪ Stakeholder Engagement - GLA engages with London's ethnic minority stakeholders through events and conferences, including Bangladeshi, Irish, Indian and Gypsy and Traveller Community Conferences ▪ Race Hate Crime Forum - See above
<p>4. More participation and better informed city dwellers. To ensure better information for city dwellers on their rights and obligations, on protection and legal options and on the penalties for racist acts or behaviour, by using a participatory approach, notably through consultations with service users and service providers.</p>	<ul style="list-style-type: none"> ▪ Consultation Events - The GLA has organised various stakeholder events to debate and address issues affecting London's ethnic minority communities. ▪ Mayor's Regional Tours of the London Boroughs - are an important vehicle to meet with stakeholder groups and hear about the issues at the heart of their communities. Groups that the Mayor has met with include the Refugee Women's Association, Brent Indian Association, BME Local Employment Access Project, Boyhood to Manhood Project (supporting ethnic

UNESCO ECCAR Action point	Examples of GLA activity
	<p>minority children excluded from school) and Union of Orthodox Congregations.</p> <ul style="list-style-type: none"> ▪ Black Londoners' Forum - was established following Mayoral funding approval. The forum is a key organisation in the capital providing civic representation of London's ethnic minority communities and organisations. ▪
<p>5. The city as an active supporter of equal opportunity practice. To facilitate equal opportunities employment practices and support for diversity in the labour market through exercising the existing discretionary powers of the city authority.</p>	<ul style="list-style-type: none"> ▪ Race Equality Scheme - a three year strategy that sets out the Mayor's commitment to eliminating racial discrimination and promoting equality of opportunity and good race relations. A Race Equality Action Plan accompanies the Scheme. ▪ Best Value Toolkit - has guidelines to ensure that the GLA's Best Value Reviews address race equality issues. ▪ Service Improvement Plan - identifies all the relevant race equality actions across the GLA group under the headings that constitute an exemplary equalities organisation and provides a framework for monitoring progress ▪ Exemplary Employer - The GLA has set a target of at least 25% ethnic minority staff. The Authority has met this target. At December 2004, 26% of staff were from ethnic minority backgrounds and 18.5% of top earners (£50k+) were ethnic minority. ▪ Positive Action Recruitment Initiatives (PARIs) - The GLA has a number of PARIs to attract under-represented racial groups. E.g. A recruitment plan has been put in place to improve numbers of Asian staff – the GLA commissioned research within the Asian community to inform future recruitment practices and is reviewing the range of Asian-specific media used for recruitment. The GLA's student placement scheme uses positive action to secure ethnic minority students and positive action is used as criteria for determining funding for courses. ▪ Data Management and Analysis Group - monitors the changes in London's ethnic minority population (particularly migration) and the demographics of the capital. This data is used to inform the development and implementation of the GLA's strategies and ensure that they are relevant to the ethnic profile of the capital. ▪ GLA Economics - a partnership between the GLA, TfL and the LDA, which provides economic analysis and a statistical, factual forecasting basis for policy making, investment decisions and service delivery. One of the partnerships major work-streams is to monitor ethnic minority owned businesses. In 2003, the partnership conducted research looking at the economic contribution of different ethnic minority businesses to London. ▪ Black Public Sector Workers' Conference - series of

UNESCO ECCAR Action point	Examples of GLA activity
	conferences exploring issues affecting London's ethnic minority public sector workers
<p>6. The city as an equal opportunities employer and service provider. The city commits itself to be an equal opportunities employer and equitable service provider, and to engage in monitoring, training and development to achieve this objective.</p>	<ul style="list-style-type: none"> ▪ Mayor's Vision for London - The Mayor has identified equality (including race equality) as one of his three cross-cutting themes. In carrying out all its functions, policies, projects and employment practices, the GLA must have regard to promoting equality of opportunity. ▪ Race Equality Scheme - see above ▪ Exemplary Employer - see above ▪ Mayoral Strategies - All Mayoral strategies must address race equality issues. ▪ LDA Regeneration Programme - the LDA allocates funding to improve the skills of ethnic minority communities in the most deprived areas of London, ensuring equal opportunity to compete for jobs. ▪ Procurement Strategy - 3 key objectives are that the GLA only purchases goods and services from suppliers who have commitment to race equality of opportunity for their workforce and customers; nurtures a wide range of small and medium sized enterprises representing London's diverse communities and encourage them to apply for GLA contracts; and secures fair employment terms and conditions of service for employees delivering in-house and externalised services. ▪ Procurement Development Programme (PDP) - is a three year programme which seeks to create real and long-term opportunities for Small and Medium enterprises (SMES) to access the millions of pounds of procurement contracts offered by major public sector bodies in the capital. A principal target beneficiary of the programme is ethnic minority led SMEs
<p>7. Fair access to housing. To take active steps to strengthen policies against housing discrimination within the city.</p>	<ul style="list-style-type: none"> ▪ The London Plan - In his Spatial Development strategy, the London Plan, the Mayor recommends a 50% affordable target for all new housing developments. Of this 35% should be social rented housing affordable to people on low incomes, and 15% intermediate housing affordable to people on moderate incomes. ▪ NOTIFY - An on-line resource to improve homeless households' access to services and support when they move into, between and out of temporary accommodation. Particularly useful to London's large asylum seeker community, who tend to be housed in temporary accommodation ▪ Housing Strategy - currently being developed.
<p>8. Challenging racism and discrimination through education. To strengthen measures against discrimination in access to, and enjoyment of, all forms of education; and to promote the provision of education in</p>	<ul style="list-style-type: none"> ▪ London Schools and the Black Child Conference - An annual conference examining inequalities in educational attainment experienced by boys of African and Caribbean heritage

UNESCO ECCAR Action point	Examples of GLA activity
mutual tolerance and understanding, and intercultural dialogue.	
<p>9. Promoting cultural diversity. To ensure fair representation and promotion for the diverse range of cultural expression and heritage of city dwellers in the cultural programmes, collective memory and public space of the city authority and promote interculturality in city life.</p>	<ul style="list-style-type: none"> ▪ Cultural Strategy - Identifies the need for different ethnic minority communities to work together to deliver on the Mayor's cultural aspirations for the capital. ▪ Cultural Programme - includes the respect festival, St Patrick's Day Parade, Notting Hill Carnival, Vaisakhi in the Square, Chinese New Year Celebrations, Black History Month, etc ▪ Mayor's Commission on African and Asian Heritage - acts as an advisory body. Examines diversity and heritage sectors and is developing a long term strategy that will address inequality within London's mainstream heritage sector, facilitate a sustainable infrastructure for Asian and black history and heritage within community based institutions and foster partnerships and programmes to ensure diversity in London's heritage sector.
<p>10. Hate crimes and conflict management. To support or establish mechanisms for dealing with hate crimes and conflict management.</p>	<ul style="list-style-type: none"> ▪ Ethnic minority and Minority Ethnic Cracking Crime Partnership Board - See above ▪ Race Hate Crime Forum - See above ▪ Community Safety Programme - Works with the MPA and MPS to ensure a safer capital for Londoners, including ethnic minority specific initiatives to improve third party reporting. Co-ordinates BME Cracking Crime Partnership Board. Maps racial offences in London. Monitors MPS performance.

Refugees and Asylum Seekers

London has always been a city of immigration and was, indeed, founded by Roman immigrants. The most striking feature of this in recent years has been the arrival of asylum seekers and refugees from all parts of the world. Asylum seekers have a legal right to seek asylum in the UK guaranteed by the UK government through its signing of the 1951 United Nations Convention relating to the Status of Refugees.

More asylum seekers live in London than in any other city or region of the UK. The Mayor recognises that they have the potential to make a positive contribution to the capital, offering a valuable return on any initial investment in their reception. Refugees can bring vibrancy, new ideas and a boost to economic London's growth.

The GLA's **Refugee and Asylum Seeker Project** carries out research on a range of issues from health impact of asylum seekers' accommodation, to education of refugee children, skills of refugee women, and risks of drug misuse among younger refugees. The team also convenes the London Forum on Refugees, Asylum Seekers and Community Safety and is linked up with other European cities to get a voice in EU refugee and asylum policy debate.

In 2005, the Mayor published **Into the Labyrinth: Legal Advice for Asylum Seekers in London**, the first overview of legal advice and representation for asylum seekers in the capital. It considered available advice about asylum claims and about welfare support entitlements. The report concluded that some asylum seekers are sometimes wrongly refused asylum because they cannot access competent legal advice and consequently face destitution at the end of the asylum process or return

to countries where they are at risk of persecution. The report offered practical proposals for improving the current system.

The Mayor has also become increasingly aware that asylum seekers and refugees in London are suffering negative publicity and harassment. In 2003, the Mayor commissioned the Information Centre about Asylum and Refugees (ICAR), at Kings College London, to conduct a three month research project from August to October 2003 to explore the possible link between national media reports and community tension including harassment. In 2004, the GLA carried out further research into media reporting on refugees and asylum seekers. This time the research focussed on local London press.

The findings from the 2003 study indicated that local press tends to be more positive in its' reporting of refugees and asylum seekers in their communities. As a result of these findings, the Mayor has established the **London Local Press Awards** scheme for good practice in coverage of asylum issues by London's local newspapers and faith, regional, and ethnic minority press. The award showcases positive examples of different types of coverage and hopes to foster a positive context for the safety of asylum seekers and refugees in all London's communities, and for good community relations enabling their full participation in London life.

In 2003 the GLA joined Rome and Berlin as partners in a European Union London Observatory on the reception and integration of asylum seekers and refugees. The observatory is supported by the European Refugee Fund and its purpose is to prepare a concise overview to the needs and current provision in each city for the reception and integration of asylum seekers and refugees.

Ethnicity and Other Equalities Issues

Gender and Race

Poor social and economic circumstances and near-total exclusion from positions of power mean that the voices of ethnic minority women are rarely heard by decision makers and policy makers. This means that there tends to be a low level of awareness about the specific experiences and needs of ethnic minority women.

Research by the Fawcett Society shows that in Britain two-fifths of Asian and ethnic minority African and Caribbean women live in poverty; one-third of newly arrived refugee women do not feel safe going out alone in the day time; and babies born to immigrant Pakistani mothers are more than twice as likely to die in their first week as babies of British born mothers.

There is an under-reporting of domestic violence against women amongst ethnic minority communities. There are various reasons for this - women with no recourse to public funds often cannot afford to take action so they are forced to stay in a violent relationship. Amongst black African and Caribbean groups there is also a sense of 'betraying one's own'; black men are already over-represented in the Criminal Justice System. The perception of the Criminal Justice System as white, male and middle class is also off-putting to ethnic minority women. They may also have particular reason to fear and distrust the authorities, which may stem from earlier experiences of racism against themselves or the perpetrator. Women from some ethnic minority communities face particular barriers in accessing help, for example, where their first language is not English or where they access services through a male relative. Women whose immigration status is insecure are particularly vulnerable to abuse, as they are most likely to be very fearful of accessing authorities. One of the key recommendations of the Mayor's **London Domestic Violence Strategy** is that all agencies need to make their services accessible to and be aware of the needs particular to ethnic minority women experiencing domestic violence. A key recommendation to the Government is that the National Asylum Support Service develop a more detailed policy for asylum seekers in London who are experiencing domestic violence.

In 2001, the Mayor established the **London Domestic Violence Forum**, which brings together a number of agencies to deliver the London Domestic Violence Strategy. The forum consists of London boroughs, the Metropolitan Police Service, criminal justice agencies and stakeholders, many of which are ethnic minority women's organisations. Having a significant presence of ethnic minority women's organisations ensures that issues specific to this group are addressed.

One of the issues highlighted during consultation on the Race Equality Scheme review was the lack of data on ethnic minority women in London. In response to these views the GLA's **Data Management and Analysis Group** will include data about ethnic minority women in its publications on issues in London.

Sexuality and Race

Amongst the different ethnic groups there are different sexualities. Although there is currently no comprehensive data on the demographic profile of lesbian, gay and bisexual (LGB) people, anecdotal evidence suggests that LGB people make up ten percent of London's population. The needs and experiences of ethnic minority LGB people are still relatively unexplored, although clearly there is an increased risk of discrimination, on the grounds of both race and sexual orientation.

Many ethnic minority LGB people experience discrimination from the majority population and from within their own LGB and ethnic communities, whose cultural and religious views are often intolerant of difference. Research by the National Centre of Social Research has shown, for example, that young minority ethnic LGB people are at an increased risk of experiencing physical violence and of being made homeless by their families upon revealing their sexual orientation. Amnesty International LGBT Network has reported that violence and harassment are often targeted toward women because of their sexuality and that women's sexuality is strictly regulated in many cultures.

The Mayor has worked to achieve equal civil and human rights for LGB people throughout his political career. As Mayor of London he is fully supportive of Pride, London's annual LGB cultural festival and has contributed funding of £40,000 to this year's event, £10,000 of which must be spent to assist an ethnic minority presence on the parade. The Mayor will also be the keynote speaker at the Pride Community Rally in Trafalgar Square on 2 July 2005.

The Mayor allows ethnic minority LGB groups, such as Umojo, to meet at City Hall, to discuss issues facing ethnic minority LGB people both nationally and internationally. Issues raised at these meetings are fed back to the Mayor through his Stakeholder engagement programme, which inform strategy and policy development. The Mayor's officers also meet with Muslim LGB organisations, such as the Safra Project and Imaan, to discuss the needs and concerns of London's Muslim LGB community. In 2005, the Mayor's Advisor spoke at the groundbreaking Imaan Muslim LGB Conference on the issues of Islamophobia and homophobia. A new website aimed at improving health and other services for black gay and bisexual men living in UK was launched at City Hall. The website has been set up by the Black Gay Men's Advisory Group and is targeted at health professionals and agencies. The Mayor's Director on Equalities and Policing spoke at the launch.

The Mayor lobbied the Government for many years to repeal Section 28 of the Local Government Act, which was finally removed from the statute in 2003. The Mayor is now committed to tackling homophobic bullying in schools and is currently working in conjunction with both Stonewall and Beat Bullying UK to encourage schools to ensure that anti-homophobic bullying is included as part their anti-bullying policy.

The Mayor is committed to making London a safer city and made a manifesto pledge to increase the number of homophobic crimes reported to the police. The Mayor will also work with London's LGB communities to increase their trust in the police when reporting crime perpetrated against them.

Disability and Race

Nationally, eight per cent of disabled people in Britain are from an ethnic minority community. Disabled people regardless of their ethnicity have been subject to discrimination, as have ethnic minority people. However, the inter-relation of disability and race has rarely been explored.

Types of impairment appear to be distributed across ethnic minority communities in a broadly similar pattern to that which applies for the rest of the population, although sickle cell-related conditions are more prevalent in African and Caribbean communities. Similarly thalassaemia and Tay-Sachs disease are prevalent amongst people from the Middle East and Asia and Ashkenazi Jews respectively.

It is often the case that the disability related issues faced by ethnic minority disabled people are similar to those experienced by white disabled people. However, being from an ethnic minority background tends to accentuate these difficulties.

Many ethnic minority disabled people experience difficulty in obtaining information about services, including information about rights. Translation of jargon can present difficulties and it is not always possible to make a literal translation of terminology. This lack of information about rights and services can lead to some individuals experiencing isolation and exclusion.

Some ethnic minority disabled people face particular barriers and difficulties within their own communities because of the lack of information in the wider community on disability matters. Mental health related issues are often experienced as being taboo in some ethnic minority communities and cultures. There is also the increased risk in some communities that disabled people are perceived as having an impairment for reasons other than biological causes which can lead disabled people and/or their families to experience exclusion, 'guilt' and/or 'blame'

The GLA recognises that the needs of ethnic minority disabled Londoners are not the same as the wider ethnic minority community nor the wider disabled community. In producing this Race Equality Scheme, the GLA consulted with ethnic minority Londoners through London Ethnic Action on Disability. The GLA will endeavour to ensure that in developing race equality policy and disability policies that issues relating to ethnic minority disabled Londoners are taken into account and addressed.

Age and Race

The Mayor is currently developing an **Age Equality Strategy**, which will have ethnicity as a cross-cutting theme. The strategy is scheduled to be published in 2005/06

Older People

In 2001, nearly 165,000 people aged 60 or over in London came from ethnic minority groups, not including Irish people and other white groups from outside the UK. This represents 13.5 per cent of the total population aged 60 or over in London. This proportion is expected to increase to 17.5 per cent over the next decade. Issues concerning ethnic minority elders have remained invisible or receive superficial treatment. Similarly, when efforts have been to meet the needs of target groups and to counter racism, old age has sometimes been marginalized. Ethnic minority elders are a particularly vulnerable group.

Family is very important, most elders prefer to be looked after by their family in their own home. Yet, despite a strong desire for independence it is apparent that family circumstances are changing and there are many elders, especially women, who live alone. The extended family network in some target

communities is disintegrating and older people are no longer being cared for by the younger generations of the family

The Mayor is developing his **Older People's Strategy**, which will be published in 2005. The strategy sets out what the Mayor intends to do to address some of the issues facing older people in London. The strategy contains targets that deal specifically with issues for ethnic minority elders. The GLA will continue to work with the London Older People's Strategy Group (LOPSG), to ensure that the views of this target group are used to inform race equality and policy and strategies and initiatives that affect older people.

Ethnic minority elders are also able to express their views and concerns about life in London to the Mayor through the annual Older People's Assembly, which meets at City Hall.

Children and Young People

London is home to over 1.62 million children under the age of 18. 41 per cent of the London population aged under 18 belongs to an ethnic minority group.

During consultation on the Race Equality Scheme review and the Mayor's Children and Young People's Strategy ethnic minority young people said that they particularly valued the capital's ethnic and cultural diversity. However, many also talked about their experiences of racism, particularly racist bullying in schools. African and Caribbean children talked about people assuming that they are shoplifters or violent; Asian children talked about people assuming that they are all Muslims and treating them negatively on this belief; while refugee and asylum seeker children were shocked at the levels of racism they experience here. Children also talked about a link between racism, poverty and what they see as a lack of respect

The Mayor acknowledges that some children and young people are more disadvantaged than others, particularly children of refugees and asylum seekers and children of gypsies and travellers.

The Mayor's **Children and Young People's Strategy** addresses some of the needs and issues for young ethnic minority Londoners. The Mayor has made a commitment to improving and promoting young Londoners access to leisure, culture, play, sports and the arts, particularly ethnic minority children and young people. He recognises that some ethnic minority children experience disadvantage in their access to the capital's activities, services and facilities and there is little uniformity between boroughs in their provision of services to particular groups of children.

Ethnic minority children are over-represented in road casualties in London. The GLA is working with Transport for London to investigate the relationship between ethnicity, socio-economic background and road collisions and will develop measures aimed at reducing the representation of children from ethnic minority households in road casualties.

Black pupils and children from gypsy and traveller backgrounds have the lowest levels of education attainment in London. Young African and Caribbean boys are being failed by the education system in London. The **London Schools and the Black Child** annual conference seeks to address the issues that are affecting education performance at school. In 2004, the Mayor called on the Government to increase the number of black teachers in London's schools, which currently stands at five per cent. The Mayor will also support the development of a Black Governors Forum and Black Teachers' Association. The Mayor also promotes the needs of refugee and asylum seeker children in partnership with the Association of London Government.

Young people feel that bullying and racism are major issues for London. In 2005, the Mayor endorsed the Heartstone Project in London. The project challenges racism amongst young people and provides a method through which schools, youth groups and other organisations working with the age group 8 to 18 can consider racism, prejudice and intolerance, support victims and challenge perpetrators.

Faith and Ethnicity

Ethnicity and faith are intricately bound, with most minority faiths practiced by particular ethnic groups, e.g. Hinduism is, by and large, mainly practised by Asian Indians. Because of this link there are some faiths that are also ethnic groups, e.g. the Jewish community is a distinct ethnic group practising an exclusive faith. In this vein, the British Sikh Federation is currently lobbying the Home Office to recognise people who practise the Sikh faith as an ethnic group.

There are still misconceptions about ethnic groups and faiths. It is common for people to associate Islam with the Pakistani, Bangladeshi and Middle Eastern communities, failing to recognise or address the needs of the increasingly large black African and eastern European Muslim communities living in London.

Islamophobia is an issue for all Muslims, but anti-Islamic feeling is mainly targeted at the Middle Eastern and Asian communities in London. The Mayor has demonstrated his commitment to tackling Islamophobia, for example, through supporting the Standing Together Against Intolerance Project, working with the Civic Forum against Islamophobia and race hate crime.

The Mayor's **Cultural Programme** celebrates London's minority faiths with a series of events to mark religious festivals. Every year the GLA organises events in Trafalgar Square to celebrate Vaisakhi, the holiest day on the Sikh calendar, and Diwali, the Hindu 'festival of light'. The Mayor also holds an Eid Reception at City Hall to observe Ramadan with the Muslim community. Every year, the GLA organises events to commemorate Holocaust Memorial Day. In 2005, the Mayor published **Jewish London**, a guide to Jewish cultural events in the capital.

Complaints and Comments

The GLA is committed to serving the interests of all Londoners whether they live, work or study in London or are just visiting the capital. We, therefore, welcome any comments, suggestions or complaints Londoners might have about how they feel the GLA is promote race equality.

Although the GLA has already consulted widely on this scheme, any further comments will be welcome. The Race Equality Scheme is a developing document that will be reviewed every three years. All comments will be used to inform the scheme when it is reviewed.

The GLA's complaints and comments form "*How was our Service?*" is available from City Hall. The form can also be posted to you or it can be completed on-line. To comment on this Race Equality Scheme or any aspect of the GLA's activities to promote race equality, please contact:

Public Liaison Unit
Greater London Authority
City Hall
The Queen's Walk
London SE1 2AA

Telephone: 020 7983 4100
Minicom: 020 7983 4458
Fax: 020 7983 4057
Email: ComplaintsAndComments@london.gov.uk
Web: www.london.gov.uk

The GLA will try to monitor all complaints and comments by ethnicity.

SECTION 3: FUNCTIONS AND POLICIES RELEVANT TO MEETING THE GENERAL DUTY OF THE RACE RELATIONS (AMENDMENT) ACT

Relevant Functions

The Greater London Authority is structured into six directorates as follows:

- Mayor's Office
- Chief Executive's Office
- Media and Marketing
- Policy and Partnerships
- Finance and Performance
- Corporate Services
- Secretariat

The Mayor, the Assembly and the Chief Executive, as Head of Paid Service, are ultimately responsible for the delivery of the Mayor's objectives and/or the Authority's statutory responsibilities. Their role is to guide and steer the rest of the organisation and ensure that it achieves its goals in the most effective and efficient manner.

The Mayor's Office

The Mayor's Office consists of the Chief of Staff, six Directors, Policy Advisors, administrative officers and a number of operational units. The role of the Mayor's Office is to provide support to the Mayor and Deputy Mayor in fulfilling the Mayor's statutory duties and delivering his strategic objectives. The office is responsible for managing the Mayor's and Deputy Mayor's time, their relationship with the rest of the organisation, the flow of information and instructions to and from their offices and promoting London's cultural and creative diversity. The Mayor's Office consists of the following teams:

- Economic & Business Policy
- London House (Brussels)
- Advisors
- Transport & Public Affairs
- Business Planning & Regeneration
- Equalities & Policing
- Environment
- Tourism & Creative Industries
- Major Projects & Service Delivery

Chief Executive's Office

The Chief Executive is the Authority's Head of Paid Service as identified by Section 72 of the GLA Act 1999 and directly manages the Chief Executive's Office directorate.

The Chief Executive's Office provides support for the Chief Executive in fulfilling his roles and duties.

The Chief Executive also has operational responsibility for four Executive Directors and the Director of Media and Marketing. He is also the Greater London Returning Officer (GLRO) and is responsible for the proper administration of the Mayor and Assembly elections

Media and Marketing

The Media and Marketing Directorate is responsible for all public relations at the GLA such as enquiries from the public, newspapers, radio and TV, interviews with, or articles by, the Mayor, the

Mayor's weekly press conference, gaining media coverage for events organised by the Mayor and filming bids within City Hall. The GLA's website is managed within the Media and Marketing directorate. The directorate also promotes and supports events and initiatives organised by the GLA, through various marketing tools, including advertising. Marketing also manages the website. The operational units are:

- Mayor's Media Relations
- Marketing
- Public Liaison Unit

Policy and Partnerships

The Policy and Partnerships directorate supports the Mayor's strategic planning role in London by developing the London Plan, advising the Mayor on boroughs' Unitary Development Plans (UDPs), strategic planning applications and providing leadership in urban quality and design.

The directorate is also responsible for a wide range of other activities including developing and implementing strategies to improve London's environment and providing policy support and research for initiatives and strategies covering housing, health, social inclusion and sustainable development. The directorate also provides the lead on the Olympics bid and the development of the Thames Gateway. The operational units are:

- Architecture and Urbanism Unit
- Business Support
- Environment
- Planning Decisions
- Health and Social Inclusion
- Spatial Development Strategy
- Housing and Homelessness

Finance and Performance

The Finance and Performance Directorate consists of four groups. Core Finance and Core Performance & Project Management ensure that the GLA has a robust system of corporate governance. Strategic Finance and Strategic Performance make sure that the Mayor's strategic priorities are delivered through the GLA group. The operational units are:

- Core Performance and Project Management
- Core Finance
- Strategic Finance
- Strategic Performance

Corporate Services

The Corporate Services Directorate's main role is to provide central services to the Mayor, the Assembly and staff; including facilities management, human resources, legal services, ICT support and research library facilities. Increasingly it also has a major interface externally, particularly in the provision of expert data, information and economic analysis. The management of City Hall and its infrastructure is one of the directorate's key responsibilities with direct public access daily and on many weekends. The operational units are:

- Corporate Governance
- Data Management & Analysis Group
- GLA Economics
- Human Resources and Administration
- Legal and Procurement
- Research Library
- Information and Communication Technology

Secretariat

The Secretariat primarily supports the Assembly, in its activities. The Secretariat provides a comprehensive meetings service for the Assembly; support for Members - individually, by providing personal assistants and research officers, and jointly by providing liaison managers for each political Group; scrutiny and investigative review support staff to help make sure the Assembly's scrutiny programme is delivered in a timely and professional manner. The operational units are:

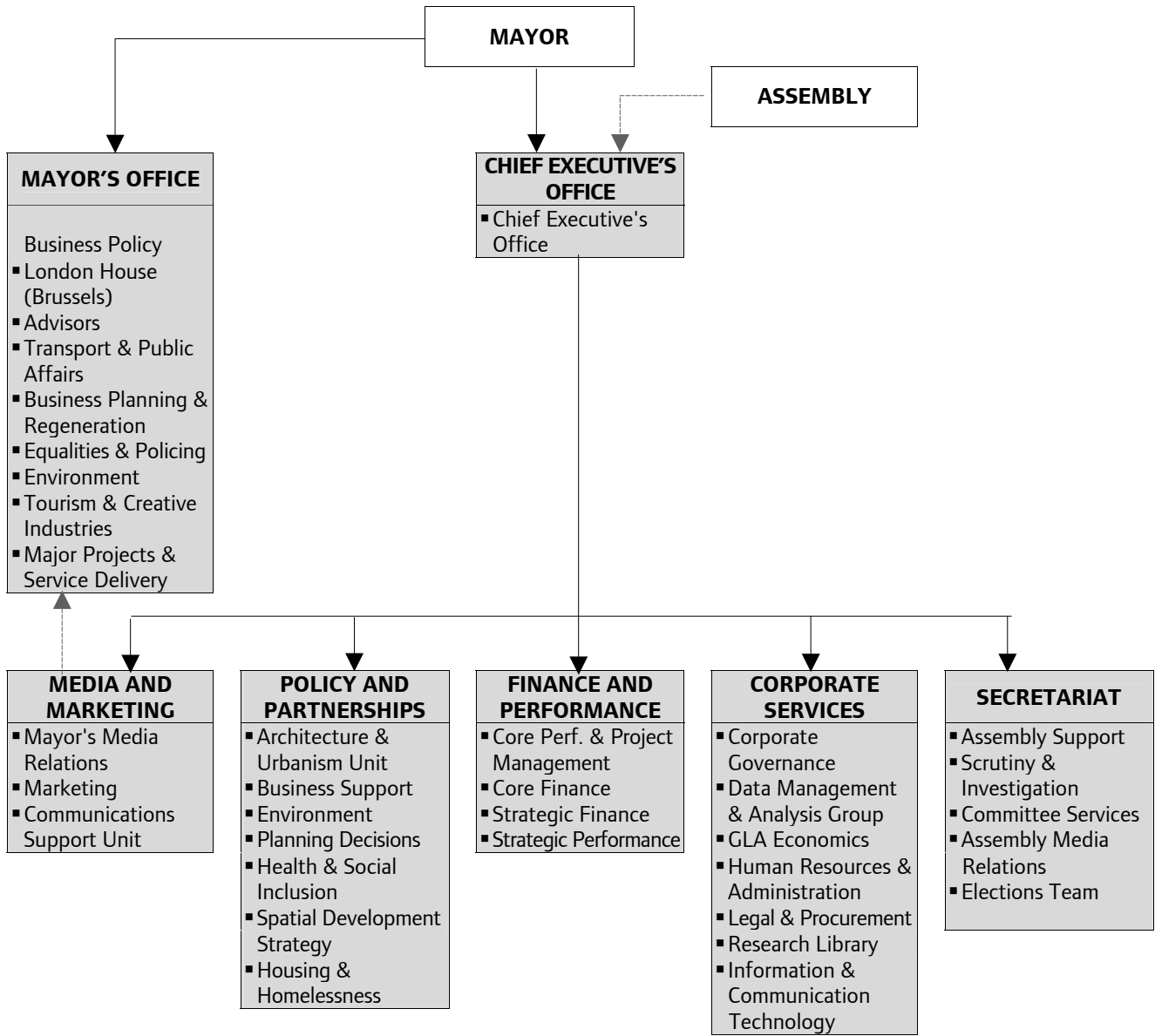
- Assembly Support
- Scrutiny and Investigation
- Committee Services
- Assembly Media Relations
- Elections Team (*when appropriate and reporting to the GLRO*)

Prioritising Relevant Functions

The RR(A)A requires that the GLA prioritise its functions on their level of impact on the duty to promote race equality.

High Impact	Medium Impact	Low Impact
Business Planning & Regeneration	Advisors	Assembly Media Relations
Corporate Governance	Architecture and Urbanism Unit	Assembly Support
Economic & Business Policy	Core Performance & Project Management	Business Support
Environment	Data Management & Analysis Group	Chief Executive's Office
Equalities & Policing	GLA Economics	Committee Services
Housing and Homelessness	Major Projects & Service Delivery	Communications Support Unit
Human Resources and Administration	Planning Decisions	Core Finance
Legal	Scrutiny and Investigation	Elections Team
Policy Support	Strategic Finance	Information and Communication Technology
Spatial Development Strategy	Tourism & Creative Industries	London House (Brussels)
Strategic Performance		Marketing
Transport & Public Affairs		Mayor's Media Relations
		Research Library

Organisational Structure



Relevant Policies

Age Equality Scheme

Air Quality Strategy

Alcohol and Drugs Policy

Ambient Noise Strategy

Anti-Social Behaviour Strategy

Asian Staff Recruitment Strategy

Biodiversity Strategy

Childcare Strategy

Children and Young People's Strategy

Consultation Strategy

Crack Cocaine Strategy

Culture Strategy

Disability Equality Scheme

Domestic Violence Strategy

Economic Development Strategy

E-Government Strategy for London

Energy Strategy

Equality and Diversity Strategy

Faith Equality Scheme

Gender Equality Scheme

London Housing Advice Strategy

London Housing Strategy

London Riverside Urban Strategy

Municipal Waste Management Strategy

Older People's Strategy

Race Equality Scheme

Recruitment Strategy

Rough Sleepers Strategy

The London Plan - Spatial Development Strategy

Transport Strategy

Tree and Woodland Framework for London

Wider Waste Strategy

Impact of Policies on Duty to Promote Race Equality

The RR(A)A requires the GLA to prioritise its policies on their level of impact on the duty to promote race equality.

High Impact	Medium Impact	Low Impact
Anti-Social Behaviour Strategy	Age Equality Scheme	E-Government Strategy for London
Asian Staff Recruitment Strategy	Air Quality Strategy	London Riverside Urban Strategy
Consultation Strategy	Alcohol and Drugs Policy	
Culture Strategy	Ambient Noise Strategy	
Economic Development Strategy	Biodiversity Strategy	
Equality and Diversity Strategy	Childcare Strategy	
Faith Equality Scheme	Children and Young People's Strategy	
London Housing Strategy	Disability Equality Scheme	
Race Equality Scheme	Domestic Violence Strategy	
Recruitment Strategy	Energy Strategy	
The London Plan - Spatial Development Strategy	London Housing Advice Strategy	
Transport Strategy	Municipal Waste Management Strategy	
Tree and Woodland Framework for London	Older People's Strategy	
	Rough Sleepers Strategy	
	Crack Cocaine Strategy	

SECTION 4: RACE EQUALITY ACTION PLAN 2005 - 2008

Introduction

The GLA's Race Equality Action Plan (REAP) sets out how in the short and medium term the GLA will deliver the Mayor's race equality objectives embraced within his Equality Vision. The Action Plan will support the statutory duties of the Authority and secure the performance of the functional bodies.

This REAP builds on the first four years of the GLA, and the vision and priorities set out by Mayor for his second term of office. The focus is on continuing to develop and deliver a compelling vision for London as an exemplary, sustainable global city for the 21st century. The Mayor continues to shape his vision for London around five key themes:

- an accessible city
- a city for people
- a prosperous city
- a fair city
- a green city

Strategic themes and outcomes

Each of the Mayor's themes is supported by a number of strategic outcomes, which are used to structure the detailed activities listed in this corporate plan. The strategic outcomes associated with each theme are listed in the following table.

An accessible city
Expanded transport services
High-quality public transport and reduced road congestion
Safe, accessible and sustainable transport services
A city for people
Representative and responsive police and fire services
Safer neighbourhoods and a safer city
Reduced anti-social behaviour and fear of crime
A centre of multicultural and creative excellence
A high-profile location for sports
A prosperous city
Funding and investment to maintain London's growth and prosperity
An urban renaissance – delivery of the London Plan
Sustainable economic regeneration and renewal of deprived communities
A global centre for tourism and visitor attractions
London-wide electronic services
A fair city
Equality for all and social inclusion
Expanded opportunities within the business community
A supply of housing that meets London's needs
Improved educational achievement
Better health and access to health services
A green city
A clean, green and exemplary city environment
Less waste and sustainable waste management
Managing the effects of climate change

Under these themes the REAP sets out the strategic high level targets that will enable the GLA to meet its legislative requirements and develop strategies and policies to exceed the minimal requirements.

The Action Plan provides the context and framework for the medium term and defines the specific activities that will enable the directorates to progressively achieve the Mayor's vision. The detailed activities are contained in the Operational Equality Action Plans of each team in the Authority. The Race Equality Action Plan is divided into four sections:

Section I: Delivering the Mayor's vision and strategic outcomes

The first section sets out the Mayor's vision, five strategic themes and linked strategic outcomes. It presents an overview of the Mayor's key priorities for the next three years against each of the strategic themes, and indicates how these relate to the work of the functional bodies. Each theme is also presented in more detail with a specific focus on the main strategic activities that will be undertaken by the GLA.

Section II: Engaging with and listening to London

It is vital that the GLA successfully engages with Londoners and reflects their priorities and values into the activities of the GLA group. To this end the GLA undertakes a range of consultative and communications activities. These activities are identified in a specific section of this plan – "Engaging with and listening to Londoners".

Section III: The Work of the London Assembly

The London Assembly appoints most of the Authority's staff, examines the Mayor's activities, questions him about his decisions and investigates other issues of importance to Londoners. Section III explains the work of the London Assembly.

Section IV: Managing the organisation

A key responsibility is to manage the GLA as an exemplary regional government, providing a model of good governance for London. How this will be done is detailed in Section IV- Managing the organisation. This section also sets out how we will address our own development as an organisation and our programme of efficiency work.

Section I - DELIVERING THE MAYOR'S VISION AND STRATEGIC OUTCOMES

The following tables set out the key GLA race equality activities against each of the Mayor's five themes and strategic outcomes over the three year period starting on May 2005 until April 2008.

Theme 1 – An Accessible City

Strategic outcome	What we plan to achieve
<p>Expanded transport services (Finance & Performance - Transport Team)</p>	<p>2005 - 2008</p> <ul style="list-style-type: none"> ▪ Review progress on delivering London Underground high level race equality objectives, and adjust objectives and actions as appropriate ▪ Work with TfL to ensure that proper race equality impact assessments are undertaken for major transport projects carried out by TfL that are likely to have a significant impact on racial groups.
<p>High quality public transport and reduced road congestion (Finance & Performance - Transport Team)</p>	<p>2005 - 2008</p> <ul style="list-style-type: none"> ▪ Work with TfL to ensure that proper race equality impact assessments of the proposed western extension of the congestion charging are carried out ▪ Work with TfL to assess the effectiveness of the congestion charging scheme; and ensure that the impacts on ethnic minority communities are considered as part of the monitoring process
<p>Safe accessible and sustainable transport services (Finance & Performance - Transport Team)</p>	<p>2005 - 2008</p> <ul style="list-style-type: none"> ▪ Work with TfL to evaluate progress towards Mayor's targets for road safety. Identify and take action where ethnic minority communities are disproportionately affected ▪ Work with TfL to monitor action plan to address ethnic minority child pedestrian casualties. ▪ Work with TfL to monitor the use of transport facilities by ethnic minority communities

Theme 2 - A City for People

Strategic outcome	What we plan to achieve
<p>Representative and responsive police and fire services (Finance & Performance - Community Safety Team and Equalities Team)</p>	<p>2005 - 2008</p> <ul style="list-style-type: none"> ▪ Assess the performance of the MPA, MPS and LFEPa in creating a representative workforce that reflects the diversity of London
<p>Safer Neighbourhoods and a safer city (Finance & Performance - Community Safety Team)</p> <p>(Policy & Partnerships - Health and Social Inclusion Unit)</p>	<p>2005 - 2008</p> <ul style="list-style-type: none"> ▪ Work with partners to reduce race hate crime and improve the confidence of ethnic minority communities in the criminal justice system ▪ Review the implementation of the Mayor's domestic violence strategy and identify further action needed. Work with the Greater London Domestic Violence Forum to ensure that the strategy properly addresses the needs of women from ethnic minority communities ▪ Lead on the London Forum for Refugees and Asylum Seekers and Community Safety for the Mayor's Office. ▪ Implement the recommendations of the research project examining the impact of media stereotyping of refugees and asylum seekers on race relations in London
<p>Reduce anti-social behaviour and fear of crime (Finance & Performance - Community Safety Team)</p>	<p>2005 - 2008</p> <ul style="list-style-type: none"> ▪ Work with partners to tackle anti-social behaviour and to promote inclusive and sustainable responses
<p>A celebrated centre of multicultural and creative excellence (Mayor's Office - Events for London Team and Cultural Strategy Team)</p> <p>(Mayor's Office - Cultural Strategy Team)</p> <p>(Mayor's Office - Events for London Team and Cultural Strategy Team)</p>	<p>2005/06</p> <ul style="list-style-type: none"> ▪ Launch the report and recommendations of the Mayor's Commission for African and Asian Heritage (MCAAH). Review and implement, where appropriate, the recommendations in the report ▪ Assess the impact of the MCAAH initiative ▪ Diversify boards of cultural organisations by establishing a programme of professional development targeted for ethnic minority women and men. This is combined with a programme to diversify art boards. Partners include the Arts Council, and Arts and Business ▪ Review the first phase of the programme to diversify boards of major cultural institutions. Report on the membership of black people on the diversified boards <p>2005 - 2008</p> <ul style="list-style-type: none"> ▪ Promote the network of film festivals in London which showcase films produced, directed by and aimed at ethnic minority communities ▪ Develop a phased programme of profile raising events that promote

Strategic outcome	What we plan to achieve
<p>(Mayor's Office - Cultural Strategy Team)</p> <p>(Mayor's Office - Events for London Team)</p>	<p>the value of/showcase London's culture and creativity across black and minority ethnic communities</p> <ul style="list-style-type: none"> ▪ With external stakeholders, undertake an interim comprehensive review of the effectiveness of development of the black and Asian cultural infrastructure programme; and report on its operation and impact ▪ ▪ Research, identify, benchmark and disseminate good practice relating to enhanced opportunities for ethnic minority people in cultural activities and events, and produce an options paper for further action ▪ Develop a phased programme of profile raising events that promote the value of/showcase London's culture and creativity across ethnic minority communities ▪ Develop, implement and report on a programme of initiatives with stakeholders and major institutions to involve more older people from ethnic minority communities in creative/cultural activities ▪ Work with key stakeholders, other partners (including Cultural Strategy Group and Cultural Partners for London) and other key players to implement the Culture Strategy to agreed timetable - particularly in respect of projects and activities addressing the needs of ethnic minority communities <ul style="list-style-type: none"> ▪ Work with partners to deliver: <ul style="list-style-type: none"> - Respect Festival - St Patrick's Day - London Asia Mela - Chinese New Year Celebration - Trafalgar Square Summer Programme ▪ Extend support to a range of smaller festivals and events that contribute to the profile of London as a city for people and promote its cultural and creative diversity ▪ Agree a programme with race equalities issues as both identifiable and integral features for building and sustaining cultural infrastructure and capacity with a range of partners, including the LDA
<p>A high profile location for taking part in and promoting sport (Policy & Partnerships - Olympics & Thames Gateway Team)</p> <p>(Mayor's Office - Events for London Team)</p>	<p>2005/06</p> <ul style="list-style-type: none"> ▪ Work with partner organisations in assessing the impact of the Olympics being held in London from a race equality perspective. Utilise the positive impacts to inform the business case, particularly in respect of regeneration, spatial development and economy. <p>2005 - 2008</p> <ul style="list-style-type: none"> ▪ Work with Sport England and sports organisations to develop a programme of activities encouraging participation in sport including black and Asian people.

Theme 3 - A Prosperous City

Strategic outcome	What we plan to achieve
<p>Funding and investment to maintain London's growth and prosperity (Finance & Performance - Strategic Finance Team)</p> <p>(Mayor's Office - International Affairs and London House Brussels)</p> <p>(Mayor's Office - Government and Parliamentary Liaison)</p>	<p>2005 - 2008</p> <ul style="list-style-type: none"> ▪ Produce and circulate to key institutions the Mayor's response to policy developments impacting on London and its diverse communities ▪ Undertake regular briefings and lobbying activities of key European policy makers in support of London's priorities and to maximise the influence of London's ethnic minority communities ▪ Facilitate and organise briefings for regular meetings with ministers and GOL. Ensure that race equality issues are included where appropriate on the agendas for these meetings, as advised by the Mayor's Policy Directors. ▪ ▪ Disseminate internally information on governmental and parliamentary activities relating to race equality issues, and advise on appropriate engagement. ▪ Actively profile in Parliament (through briefings and meetings) the Mayor's policies on race equality issues, including responding to new Government proposals and engaging with the passage of legislation. E.g. Engaging with Government on the Equalities Bill and Equalities Review.
<p>An urban renaissance - delivery of the London Plan (Policy & Partnerships - Spatial Development Strategy Team)</p> <p>(Finance & Performance - Core Performance)</p>	<p>2005/06</p> <ul style="list-style-type: none"> ▪ Initiate a review of the London Plan in 2005/06. Prepare the draft document and carry out consultation prior to holding the Examination in Public. The review must investigate the degree to which the implementation of the London Plan has addressed the needs of London's diverse ethnic minority communities. Any consultation undertaken must include key ethnic minority community organisations <p>▪ Ensure equalities issues form part of the criteria for the assessment of options in relation to the Parliament Square feasibility study</p> <p>2005 - 2008</p> <ul style="list-style-type: none"> ▪ Produce Supplementary Planning Guidance (SPG) encompassing the needs of ethnic minority communities. ▪ Work with and key ethnic minority community organisations (e.g. Black Londoners Forum) in the development of the SPG's and the implementation of them ▪ In the production of the London Plan Annual Monitoring Report (by February each year), report on the development and implementation of the SPG relating to ethnic minority communities. The report will also address the development of the Unitary Development Plans (UDP), London Development Database (LDD) and the degree to

Strategic outcome	What we plan to achieve
(Policy & Partnerships - Planning Decisions Unit)	<p>which they are addressing the needs of local ethnic minority communities.</p> <ul style="list-style-type: none"> ▪ Review UDPs, LDSs and LDDs and negotiate with borough councils to ensure that the Mayor's strategic policies for race equality are incorporated. Links can be made to social inclusion issues in relation to, for example, affordable housing, access to open space, employment, accessibility, community facilities, etc. ▪ Assess strategic development proposals referred by borough councils and prepare reports within statutory defined periods, including the comments of functional bodies, enabling the Mayor to decide whether to direct refusal of planning permission. Carry out race equality impact assessments of any proposed developments to ensure that any negative or unlawful effect on ethnic minority communities is eliminated.
(Policy & Partnerships - Architecture & Urbanism Unit)	<ul style="list-style-type: none"> ▪ Continue to support boroughs and the GLA group to offer advice on design briefs, standards processes and procurement with due regard to race quality
(Finance & Performance - Core Performance)	<ul style="list-style-type: none"> ▪ Challenge and eradicate racial discrimination by supporting front line staff through the contract management process for the contracts relating to Parliament and Trafalgar Squares. ▪ Promote race equality by monitoring the equality policy of contractors on the Squares and ensure that all new contracts sign up to the Mayor's fair employment clause. ▪ Support the work of the Nelson Mandela Statue fund to erect a statue of Nelson Mandela in Trafalgar Square ▪ Embed equalities into the Squares 5 year management plan and evaluate equality outcomes achieved on a regular basis ▪ As part of a Squares Communications Plan, complete production of a series of information leaflets for both squares. Ensure that the leaflets and any information about activities held there is available in a range of languages and formats. Ensure that this information is easily accessible for people from a range of ethnic minority communities
<p>Sustainable economic regeneration and renewal of deprived communities (Policy & Partnerships - Health and Social Inclusion Unit)</p> <p>(Finance & Performance - Economic Development and Equalities Team)</p> <p>(Finance & Performance - Strategic Finance and Corporate Services - Data Management & Analysis)</p>	<p>2005/06</p> <ul style="list-style-type: none"> ▪ Carry out a sustainable development best value review in 2005/06 with race equality matters as integral and identifiable features ▪ Work with LDA and other partners to conduct action research into the impact of regeneration in ethnic minority communities to inform future initiatives and programmes ▪ Produce a review of ethnic minority employment trends in London's public sector

Strategic outcome	What we plan to achieve
<p>Group)</p> <p>(Policy & Partnerships - Health and Social Inclusion Unit)</p> <p>(Finance & Performance - Economic Development)</p>	<p>2005 - 2008</p> <ul style="list-style-type: none"> ▪ Provide advice on potential impact of sustainable development framework on ethnic minority communities to the Mayor and promote the framework across London ▪ Monitor implementation and achievement of the corporate plan and allocation of single pot against agreed timetable and race equality priorities each year ▪ Work with the LDA to ensure Mayor's race equality vision is understood and delivered on an ongoing basis ▪ Report on the implementation of the revised Economic Development Strategy including implementation of the race equality targets ▪ Ensure the Mayor's priorities are progressed through the Regional Skills Partnership and implementation of the FRESA, particularly in regard to refugees and asylum seekers, and women and single parents from the ethnic minority communities
<p>A recognised global centre for tourism and visitor attractions</p> <p>(Finance & Performance - Strategic Performance and Mayor's Office - International Affairs)</p>	<p>2005 - 2008</p> <ul style="list-style-type: none"> ▪ Promote London as a "Global City" through Mayoral led activities e.g. Partnership and Friendship City initiatives. These activities will promote the diverse nature of London's ethnic minority populations
<p>London wide electronic services</p> <p>(Policy & Partnerships - Health and Social Inclusion Unit)</p>	<p>2005 - 2008</p> <ul style="list-style-type: none"> ▪ Develop evidence to support the case for increased Government funding to London for e-government - this can be based on the argument that it can benefit socially excluded and marginalised groups by enhancing their access to decision making processes

Theme 4 - A Fair City

Strategic outcome	What we plan to achieve
<p>Equality for all and social inclusion (Finance & Performance - Equalities Team)</p> <p>(Policy & Partnerships - Health and Social Inclusion Unit)</p> <p>(Mayor's Office - Children and Young People's Unit)</p>	<p>2005/06</p> <ul style="list-style-type: none"> ▪ Review the Race Equality Scheme ▪ Lead and monitor the GLA's work to achieve level 5 of the Equality Standard for Local Government ▪ Publish a report on London's Asian community. ▪ Develop improved data about the nature of London's refugee, asylum seeking and other new migrant communities, including analysis of their demography ▪ Monitor and review implementation of the Mayor's Children and Young People's Strategy with a particular reference to equalities aspects including children and young people from ethnic minority communities.
<p>(Finance & Performance - Strategic Finance)</p> <p>(Policy & Partnerships - Health and Social Inclusion Unit)</p>	<p>2005 - 2008</p> <ul style="list-style-type: none"> ▪ Fully integrate the requirements of the Race Equality Scheme into team Operational Equality Action Plans each year ▪ Meet the and report on duty to promote race equality including reporting on the Government's Best Value Performance Indicators 2a and 2b ▪ Develop the GLA group budget and equalities process so it continues to create an organisational culture for placing equalities at the heart of resource prioritisation and allocation - race equality is an integral part of this ▪ Produce the Mayor's Annual Equalities Report - with a comprehensive profile of undertaken to deliver the Mayor's Race Equality Vision ▪ Work with the Association of London Government and the functional bodies to ensure that the general grant formulae adequately reflect the true cost of delivering race and other equality priorities in London, with particular reference to the Police grant. ▪ Report each year on race equality groups including annual report on ethnic minority public sector workers ▪ Produce and use evidence to inform European and national policy development on the integration of refugees, including managing the EU-funded Observatory on asylum and refugee issues ▪ Analyse information and policy on the provision and cost of childcare with a particular view to differential access and consequences of this

Strategic outcome	What we plan to achieve
<p>(Mayor's Office - Children and Young People's Unit)</p> <p>(Mayor's Office - Policy Advisors)</p> <p>(Mayor's Office - International Affairs)</p> <p>(Policy & Partnerships - Health and Social Inclusion Unit)</p> <p>(Corporate Services - Data Management & Analysis Group)</p>	<p>for different racial groups.</p> <ul style="list-style-type: none"> ▪ Support Greater London Alcohol and Drug Alliance partners to produce and disseminate information on alcohol and drug use in the ethnic minority communities and its subsequent impact ▪ Establish appropriate mechanisms to ensure children and young people from a wider range of diverse communities are consulted on GLA group strategies and policies ▪ Champion and promote the interests of London's diverse child population across a wide range of public policy areas. ▪ Support the development of a Black Governors Forum and a Black Teachers Association. Ensure work on educational attainment and exclusion among black African and Caribbean children is taken forward by the LDA as appropriate ▪ Carry out further research on the impact human rights legislation has on London's diverse communities ▪ ▪ Ensure delivery of one cultural or other activity relating to each Friendship City annually ▪ Identify and report on the extent and causes of deprivation amongst ethnic minority households with dependent children in London ▪ Seek to improve mid-decade ethnicity data by all means available ▪ Develop improved data about the nature of London's refugee, asylum seeking and other new migrant communities, including analysis of their demography.
<p>Expanded opportunities within the business community (Corporate Services - Legal Services)</p> <p>(Mayor's Office - Private Sector Team)</p>	<p>2005/06</p> <p>Develop a sustainable procurement strategy with emphasis on BME led business's and small to medium enterprises.</p> <p>2005 - 2008</p> <ul style="list-style-type: none"> ▪ Deliver a programme of initiatives with the industry (e.g. fashion, music, publishing, broadcasting, software and games) working with the LDA, networks and individual companies managed and/or staffed by people from the ethnic minority communities ▪ Ensure delivery of at least one bilateral or multilateral policy seminar/exchange involving each Partnership City aimed at identifying and sharing best practice each year in respect of race equality ▪ Establish a programme of regular meetings with London's ethnic minority businesses and representative organisations to discuss key

Strategic outcome	What we plan to achieve
<p>(Finance & Performance - Economic Development)</p> <p>(Corporate Services - GLA Economics)</p>	<p>issues.</p> <ul style="list-style-type: none"> ▪ Raise the profile of the Mayor's race equality agenda across the private and business sectors and the higher and further education sectors ▪ Work with LDA to deliver an effective anti-discrimination campaign aimed at Londoner's employers, including work to influence the construction sector ▪ Prepare analytical reports on structural changes in the world and UK economy affecting London policy choices - consider the impact of these structural changes on ethnic minority populations ▪ Conduct research into ethnic minority owned business in London
<p>A supply of housing that meets London's needs (Policy & Partnerships - Housing & Homelessness)</p>	<p>2005/06</p> <ul style="list-style-type: none"> ▪ Carry out an Equalities Impact Assessment (EqIA) on the London Housing Strategy (LHS) to make sure that the strategy will not have a negative impact on London's ethnic minority population. Ensure that the recommendations from the EqIA are incorporated into the final Strategy and the Housing and Homelessness Unit Business Plan ▪ Ensure equalities monitoring of housing investment outputs in line with recommendations of LHS EqIA ▪ Monitor provision of three-bed plus units and lettings to ethnic minority households ▪ Promote and monitor the delivery and promote take-up of the Houseproud scheme. Target people from ethnic minority communities who tend to be over-represented in poor quality owner occupation and develop faith-loan products for the Islamic community ▪ Increase scope of London bed and breakfast hotels inspection and grading system to cover B&Bs used for asylum seekers ▪ Increase the ethnic diversity of the Housing and Homelessness Unit - recruit a housing policy trainee for a two year traineeship <p>2005 - 2008</p> <ul style="list-style-type: none"> ▪ Ensure race and other equalities issues are integrated, promoted and reflected in all evidence base work: <ul style="list-style-type: none"> - produce and maintain key evidence on housing issues for ethnic minority Londoners. - ensure race equality information is collected in all housing needs and house conditions surveys on which GLA acts as consultant - support sub-regional/borough level research to extend evidence base ▪ Develop the NOTIFY reporting tool to generate new information on homelessness and ethnicity ▪ As part of work to modernise and improve access to the private rented

Strategic outcome	What we plan to achieve
	sector, ensure that appropriate race and other equalities monitoring systems are in place
<p>Better health and access to health services (Policy & Partnerships - Health and Social Inclusion Unit)</p>	<p>2005/06</p> <ul style="list-style-type: none"> ▪ Agree and support delivery of a work programme for the London Health Commission for 2005/06 with race equality as an integral feature <p>2005 - 2008</p> <ul style="list-style-type: none"> ▪ Support implementation of recommendations in respect of ethnic minority communities, arising from work on access to primary care and mental health services ▪ Complete a best value review of Health with race equality matters as an integral and identifiable feature ▪ Ensure London's diverse communities are effectively engaged in responding to crack cocaine issues within their own communities. ▪ Support the participation of ethnic minority communities and stakeholders in sexual health improvement initiatives. ▪ Work with the London NHS and other London-wide organisations to develop a mental health framework for London. The framework will include the promotion of race equity and social justice, combating stigma, discrimination and social exclusion etc. ▪ Support implementation of recommendations in respect of equalities groups, arising from work on access to health services. Work on access to primary care and mental health services both include a ethnic minority focus. ▪ Supporting community involvement in local and regional health issues/initiatives. ▪ Hold an annual London Alcohol and Drugs summit with race equalities issues as both identifiable and integral features. ▪ Continue to deliver and develop race equality initiatives from existing LHC work programme
<p>Improved educational achievement (Mayor's Office - Government Stakeholder & International Engagement)</p>	<p>2005 - 2008</p> <ul style="list-style-type: none"> ▪ Deliver the annual London Schools and the Black Child conference and programme of activity.

Theme 5 - A Green City

Strategic outcome	What we plan to achieve
<p>A clean, green and exemplary city environment (Policy & Partnerships - Environment)</p>	<p>2005/06</p> <ul style="list-style-type: none"> ▪ Carry out an environment audit to improve participation and standards at the London City Farms and assess a range of parameters including access for ethnic minority communities. ▪ Launch a noise education/campaigning initiative - ensure that this is accessible to ethnic minority Londoners <p>2005 - 2008</p> <ul style="list-style-type: none"> ▪ Establish a partnership with the MPS and boroughs to promote better standards in animal welfare. Work with ethnic minority communities in the implementation of these standards ▪ Produce and publish an annual public report on the implementation of the Biodiversity Strategy - outlining the impact of the strategy on London's ethnic minority communities
<p>Less waste and sustainable waste management (Policy & Partnerships - Environment)</p>	<p>2005/06</p> <ul style="list-style-type: none"> ▪ Produce a wider waste strategy for consultation - ensure that a wide range of ethnic minority communities are consulted as part of this exercise <p>2005 - 2008</p> <ul style="list-style-type: none"> ▪ Continue the 'Recycle for London Campaign' - ensuring that information is accessible for minority ethnic communities.
<p>Managing the effects of climate change (Policy & Partnerships - Climate Change Adaptation Team)</p>	<p>2005 - 2008</p> <ul style="list-style-type: none"> ▪ Work with the GLA group, the London boroughs and other key players to implement the Mayor's Energy Strategy to agreed timetable. In doing so, ensure that the elements of the strategy relating to ethnic minority communities are properly implemented.

II. ENGAGING WITH AND LISTENING TO LONDON

The Mayor is committed to encouraging the fullest participation and engagement by all London's communities, in developing the policies and strategies the Authority needs to improve the capital. To ensure this commitment is delivered, the GLA has developed a wide range of consultation, communication and influencing activities that aim to:

- Provide a two way relationship between the Mayor and Londoners in order to inform the policy-making process and encourage the active involvement of Londoners in the governance of their city
- Provide information on the Mayor's objectives and priorities and the activities being undertaken to fulfil those objectives
- Build awareness of the roles and responsibilities of the component parts of the GLA
- Provide mechanisms for influencing the work of others to ensure the Mayor's priorities are delivered

Regular activities include:

- Holding an annual London Conference, which provides an opportunity for Londoners to put their views to the Mayor and take part in informed discussion and debate with key policy-makers.
- Ensuring that the strategies developed by the Mayor are subject to extensive consultation with relevant organisations, stakeholder groups and communities, voluntary, business and community sector bodies, and the public and Londoners at large.
- Holding two People's Question Time sessions each year.
- Producing The Londoner, a monthly newspaper (ten issues a year) that is delivered to all London households.
- Carrying out regular market research, including opinion surveys and focus groups to inform Mayoral policy-making and service delivery. This includes conducting an Annual London Survey which is published on the GLA website.
- Holding an annual televised State of London debate.
- Weekly phone-in slots on London radios stations including LBC and BBC London Live And regular columns for groups of local newspapers in northwest and south London.
- Regular press conferences with the Mayor, which are recorded as webcasts and are available on the GLA website.

The Mayor has also established ongoing forums, dialogue and partnerships with key sectors in London in order to improve public services and develop policy, which meets the needs of all Londoners. For example, the Mayor has developed a Borough Liaison programme to ensure that the GLA is able to work in partnership with the London Boroughs. The Mayor also works with the London Civic Forum and the Black Londoners Forum and key voluntary sector networks. The Mayor regularly meets with the London Business Board, and organisations such as Pan London Asian Advisory Group, the African Caribbean business network, London First, CBI London, the London Chamber of Commerce and Industry and Creative London. He also meets the Vice Chancellors of Higher and Further Education establishments and Trade Unions groups on a regular basis.

The detailed tables below set out the framework and activities that are in place to ensure effective consultation, engagement and communications with Londoners, and with the national, European and international institutions whose activities have an impact on London.

Strategic outcome	What we plan to achieve
<p>Effective communications and public consultation (Mayor's Office - Public Consultations and Communications Team)</p>	<p>2005 - 2008</p> <ul style="list-style-type: none"> ▪ Produce with the functional bodies the GLA newsletter, on a regular basis, for distribution to all London households containing public information on the GLA and functional bodies each year ▪ Agree quota and sample sizes for representative opinion surveys (e.g. the Annual London Survey) so that analysis is available by population subgroups where required. Also checking that surveys etc reflect London's population profile. In addition ensure that the Annual London Survey fully reflects disabled people and social model. ▪ Use opinion polling and The Londoner to promote the benefit of diversity to London
<p>Public liaison, marketing, promotions and media relations (Mayor's Office - Marketing & Publicity) (Public Consultations and Communications Team) (Mayor's Office - Marketing & Publicity) (Media & Marketing - Mayor's Media Relations)</p>	<p>2005 - 2008</p> <ul style="list-style-type: none"> ▪ Ensure publications produced by the GLA are accessible and reflect the diversity of London through: images used, Language/copy considered, etc ▪ Ensure that over a number of issues The Londoner contains content that reflects the diversity of London's communities. ▪ Ensure that The Londoner is available in a range of formats and languages and ensure it is available to all London's communities ▪ Ensure information on the translated pages of the GLA website is up to date ▪ Achieve increased coverage of Mayoral policies and events through ethnic minority media.
<p>London's diverse communities and stakeholders (Mayor's Office - Government Stakeholder & International Engagement) (Mayor's Office - Private Sector Team) (Mayor's Office - Public Consultations and Communications Team)</p>	<p>2005 - 2008</p> <ul style="list-style-type: none"> ▪ Deliver a programme of stakeholder engagement activities on Mayoral policy including events, meetings, conferences and ongoing liaison ▪ Liaise regularly with business and higher and further education stakeholders and develop joint projects and initiatives each year ▪ Organise events for the Mayor to meet with his stakeholders, e.g. Asian Business Reception, African and Caribbean Business Reception, Women in Business event, Business Question Time each year ▪ Continue to monitor trends and to disseminate results arising from reports on the GLA Annual London Survey including results on questions such as whether Londoners value the diversity of the capital, their perception of the state of relations between different communities, views on racially motivated and other attacks etc. ▪ Carry out research to assess the impact of Mayoral Policy and service

Strategic outcome	What we plan to achieve
	delivery on race equality target groups
International affairs (Mayor's Office - Government Stakeholder & International Engagement)	2005 - 2008 <ul style="list-style-type: none"> ▪ Consider race equality issues in all aspect of international events planning including agenda, speakers and logistics. ▪
Local government relations and borough liaison (Mayor's Office - Borough Liaison Team)	2005 - 2008 <ul style="list-style-type: none"> ▪ Seek opportunities to promote good practice in the delivery of the Mayor's strategies with a focus on race and other equalities.
Private sector and business policy and relations (Mayor's Office - Private Sector Team)	<ul style="list-style-type: none"> ▪ Support a programme of events including: <ul style="list-style-type: none"> - An African & Caribbean business conference; and - An Indian direct investment event

III. THE WORK OF THE LONDON ASSEMBLY

The London Assembly's strategic deliverables

- Be an effective scrutiny body
- Investigate issues of importance to Londoners
- Appoint staff necessary for the proper discharge of the Authority's functions
- Raise the profile and reputation of the London Assembly
- Sponsor and monitor London Transport Users' Committee (LTUC)

The London Assembly appoints most of the Authority's staff, scrutinises the Mayor's activities by questioning the Mayor about his decisions, and investigates issues of importance to London. The 25 Members (14 from constituencies; 11 London-wide) are elected every four years at the same time as the Mayor.

The London Assembly has a key role in:

- scrutinising the Mayor's actions and decisions
- voting on the Mayor's budget
- investigating matters of importance to London
- appointing most of the GLA's staff and setting their terms and conditions
- holding to account functional bodies

The Secretariat is the directorate that primarily supports the London Assembly in its activities. The Secretariat provides the following services:

- scrutiny and investigative review, helping make sure the Assembly's scrutiny programme is delivered in a timely and professional manner
- committee services, providing professional support to help Members achieve their aims and conduct their business by means of Assembly, committee and other meetings
- press and other media relations, helping Assembly Members communicate their views to Londoners
- support for Members individually, through personal assistants and research officers, and jointly through liaison managers for each political Group

Strategic deliverables	What we plan to achieve
Be an effective scrutiny body	2005 - 2008 <ul style="list-style-type: none"> ▪ Ensure that Assembly Members are accurately and effectively briefed on race equalities issues in London. ▪ Include race equalities, the related statistics, and examples of good practice on the agenda for consideration at regular meetings of Directorate Management Team (DMT).
Investigate issues of importance to Londoners	2005 - 2008 <ul style="list-style-type: none"> ▪ Provide platform for debating race equality issues with London's minority ethnic communities
Raise the profile and reputation of the London Assembly	2005/06 <ul style="list-style-type: none"> ▪ Use the schools pack to develop educational opportunities for and involvement of children of all ethnicities and abilities. 2005 - 2008 <ul style="list-style-type: none"> ▪ Plan and manage a programme of stakeholder receptions and other

events for the Assembly.

- Publicise the work of the London Assembly in minority ethnic media including the role of the London Assembly and its members; developing the reputation of Assembly Members amongst London's minority ethnic communities.
- Encourage and facilitate participation by equalities target groups (including ethnic minorities) in Assembly meetings.
- Adopt an appropriately flexible media approach which takes into account diversity issues
- Publish and distribute a periodic bulletin for the Assembly's stakeholders, including media and equalities target groups.
- Provide translations of Assembly papers and reports on request.

**Sponsor and monitor
London Transport Users'
Committee (LTUC)**

2005 - 2008

- LTUC to produce an annual report and audited accounts, including an ethnicity profile, to ensure that the LTUC is representative of London's diverse communities.

IV. MANAGING THE ORGANISATION

The Mayor is committed to improving London and the quality of life for Londoners. To achieve this we must ensure we are able to measure and monitor our progress and ensure everything we do delivers value for money.

Since the GLA became operational in 2000 it has been constantly evolving and there has been significant change in how we operate as an organisation. We now have well-established corporate governance systems and procedures to support the effective management of the organisation.

Strategic deliverable	What we plan to achieve
<p>Developing and maintaining policies in support of exemplar employer status (Corporate Services - Human Resources & Administration)</p>	<p>2005 - 2008</p> <ul style="list-style-type: none"> ▪ Monitor and report on the percentage of top 5% of earners from minority ethnic communities
<p>Delivering effective GLA Group finance and performance management (Finance & Performance - Strategic Finance) (Finance & Performance - Strategic Performance)</p>	<p>2005 - 2008</p> <ul style="list-style-type: none"> ▪ Evaluate budgets and budget proposals against race equality criteria and ensure resources are realigned to deal with workforce imbalances and procurement inequalities ▪ Monitor GLA group key race equality deliverables against performance each year
<p>Delivering robust corporate governance (Finance & Performance - Core Finance) (Finance & Performance - Core Finance, Equalities Team and Strategic Finance) (Corporate Services - Legal Services)</p>	<p>2005 - 2008</p> <ul style="list-style-type: none"> ▪ Work on the strategic development of the GLA group's business plans and budgets to ensure that race equality considerations are integral to the process ▪ Work with GLA group to review and adopt robust measurable race equality targets and indicators to ensure effective monitoring and evaluation framework for outputs and outcomes each year ▪ Ensure that the procedures for agreeing funding for external organisations reflect race equality and other equality issues. ▪ Ensure the Equality and budget submission process for the GLA identifies resources allocated to each directorate for staffing and equalities implementation. ▪ Monitor contractors' workforce profile to ensure that the organisation is representative of London's racial diversity.
<p>Providing effective human resources management (Corporate Services - Human Resources & Administration)</p>	<p>2005 - 2008</p> <ul style="list-style-type: none"> ▪ Produce monthly reports on recruitment performance against race and other equalities targets and produce recruitment plans to help improve representation levels ▪ Monitor number of staff in post, applicants for employment, career progression, the performance assessment process, grievances, disciplinarys and leavers by race and ethnicity

Strategic deliverable	What we plan to achieve
<p>Delivering organisational and individual learning and development (Corporate Services - Human Resources & Administration)</p>	<p>2005 - 2008</p> <ul style="list-style-type: none"> ▪ Continue to ensure that race equality is highlighted as part of the induction process for new staff ▪ Ensure that key staff understand the implications of the revised Race Equality Scheme. ▪ Monitor applicants for training and those trained by race and ethnicity.
<p>Providing well managed facilities for all users (Corporate Services - Facilities Management)</p>	<p>2005 - 2008</p> <ul style="list-style-type: none"> ▪ Provide a culturally sensitive reception facility.
<p>Providing effective knowledge and information services (Corporate Services - Research Library)</p>	<p>2005 - 2008</p> <ul style="list-style-type: none"> ▪ Provide comprehensive information on race equality issues in London.

Monitoring the GLA's Race Equality Action Plan

This Race Equality Scheme will be monitored and reviewed every year to ensure that it is being implemented effectively.

All actions identified in the Race Equality Action Plan will be incorporated into the Authority's Operational Equality Action Plans (OEAP), which are produced every year. The Mayor's Advisor on Equalities and Policing and the Head of Diversity Performance will monitor progress on these targets on a quarterly basis. Every six months, progress on the OEAPs will be reported to the GLA's Mayor and the Assembly's Business Management and Appointments Committee. It is also reported to the Assembly's Budget Committee in terms of performance against the Business Plan.

At officer level, the scheme's implementation will be monitored at the GLA group's Race Equality Scheme Working Group.

