

Draft Corporate Plan 2006–9

4th April 2006

INTRODUCTION

Since the Commission for Racial Equality was established 30 years ago the context of our work has altered dramatically. No longer is it acceptable for people to be barred from housing, education, employment or social activities simply because of their ethnicity. More and more people are able to live free from overt discrimination and prejudice. These achievements should be applauded but with the knowledge there is still a long way to go before we reach a truly integrated society as significant elements of this country's population still face barriers to their life chances and opportunities.

Discrimination still exists but is largely engrained in a subtler guise. Race and ethnicity remain profound dividing lines in British society. In some groups, disadvantage and underachievement have become part of the inheritance passed from one generation to the next. We live in a society where different groups of people live side by side, occupy the same space, same schools and shop in the same high streets but rumour and perceptions of injustice can trigger division and conflict.

As we celebrate our 30th year and look towards the CRE's integration into the Commission for Human Rights and Equality at the end of this strategic planning period, the legacy we leave is being brought into focus as never before. This plan takes in the CRE's final three financial years and sets out our key priorities as we work to ensure a continued commitment and focus on race relations to exist beyond the life of the CRE.

Trevor Phillips,
CRE, Chair

OUR MISSION

*We work for a just and integrated society,
where equality and diversity are valued.
We use both persuasion and our powers under the law
to give everyone a fair and equitable chance to live free
from racial discrimination and prejudice.*

THE COMMISSION'S MANDATE

The Commission for Racial Equality (CRE) is a statutory organisation established under the terms of the Race Relations Act 1976. It has three main duties:

- to work towards the elimination of racial discrimination;
- to promote equality of opportunity and good relations between people from different racial groups; and
- to monitor the workings of the Race Relations Act 1976, and to make recommendations for its improvement.

The CRE receives an annual grant from the Home Office, but operates independently of government. The CRE's commissioners are appointed by the Home Secretary to serve a four-year term.

THE CRE'S POWERS AND CAPABILITIES

WHAT WE CAN DO

Using the full range of our powers and capabilities, we aim to work in partnership with appropriate bodies to bring about a step change in attitudes, behaviours and outcomes in our institutions and in society as a whole:

Partnerships:

We will work in partnership with government, agencies, racial equality councils, and the private and voluntary sectors.

Communication:

We will provoke debate, facilitate discussion, promote ideas, challenge attitudes and influence change.

Policies:

We will develop guidance, promote best practice and will seek to influence others to bring about change for the better.

Regulation:

We will work in partnership with other regulatory bodies and will use any of the range of powers that we have under the law as necessary.

Research:

We will develop an evidence base to support our own work and the work of others who share our objectives.

Funding:

We will use our grant-making powers to support grass-roots work for racial equality, and to strengthen public support for it.

Advice and support:

We will support cases strategically, that is, where a case is likely to make an important contribution to achieving racial equality

THE ROLE OF THE CRE

*As a **leader**, the CRE will lead debate and will offer the broadest and most reliable account of the progress of British society towards race equality and integration.*

*As a **partner**, the CRE will carry work with other parties who share its aims.*

*As a **supporter**, the CRE will lend its backing to causes and actions which may be initiated and led by others, but which contribute significantly to its own strategic priorities; it will support the development of private and voluntary sectors which can sustain the drive for equality and integration independently of the CRE.*

*As an **enforcer**, we will use the range of our powers under the Law to seek changes in policy, practice and behaviour.*

*As an **agent of change**, we will seek to influence, encourage and prompt others to bring about the changes in society that we seek.*

CRE ACHIEVEMENTS 2003-2006

During the last three years the CRE has used its powers and resources to put racial equality at the heart of public, private and civic life. A programme of modernisation has given the organisation greater focus and improved its ability to respond to the challenges of 21st century Britain.

Building an integrated society

Three years ago we set ourselves the ambitious goal of changing the way people think about race, and making racial equality a mainstream, not a marginal, concern.

The debate we started in 2004 about multiculturalism, which is now raging across the globe, prompted leading thinkers and opinion formers to reassess issues such as citizenship, 'Britishness', and the place of religion in public life.

We conducted research into people's views of Britishness, and commissioned a survey that found that most Britons could not name a single good friend from a racial group other than their own.

There is now a growing consensus that we need to build an integrated society where diversity is celebrated, but where difference does not have to mean division, where everyone has the chance to participate in making the decisions that count, and where one's origins do not determine one's destiny. The CRE has identified three essential features of an integrated society:

- Equality** Everyone is treated equally, has a right to fair outcomes, and no-one receives privileges because of who or what they are.
- Participation** All groups in society share in decision-making, but also carry the responsibilities of making society work.
- Interaction** No-one is trapped within their own community, and who people work with, or the friendships they make, are not constrained by race or ethnicity.

At a CRE seminar on integration in July 2005 Trevor Phillips explained that in an integrated society there must be equality for all sections of the community, interaction between all sections of the community and participation by all sections of the community. Two months later he expanded on this when he warned that Britain was 'sleepwalking to segregation'.

The 'integration agenda' is now a key government concern – the devolved administrations in Scotland, Wales and London have come up with innovative ways of promoting integration and welcoming migrants, but central government is yet to follow their lead.

Promoting racial equality

As equality is a precondition for integration, the CRE has worked hard to improve equality of opportunity and to eliminate racial discrimination across all sectors, in both employment and service provision.

Organisations and individuals in both the public and private sectors are increasingly aware that racial equality will not come about by itself. And the private and voluntary sectors are showing greater professionalism and effectiveness in promoting racial equality.

The amended Race Relations Act has created a positive climate for racial equality, and a way of detecting the presence of systemic and stealth racism.

Ministers have introduced a strategy to promote racial equality across all government departments, as have the devolved administrations. The new racial equality dimension to the public service agreements (PSAs) of government departments offers the chance to make public institutions leaders in fair employment practice and service provision.

In 2005 we published a revised statutory code of practice on racial equality in employment. The new code, which came into effect on 6 April, contains essential advice for employers on how to ensure equality in the workplace. It should also help achieve the prime minister's goal of eliminating workplace discrimination by 2013. A similar code for housing will be published later this year.

We are on target to meet our goal of improving the lives of Gypsies and Travellers by 2007. We are seeking improvements across a range of services, from site provision and educational attainment to employment opportunities and treatment by criminal justice agencies. A report of the scrutiny exercise set up to inform this work will be published shortly.

We also secured an agreement from football's governing bodies that they will take steps to address the lack of black managers in the game.

Promoting good race relations

The CRE is increasingly seen as a leader and valuable partner in projects to promote good race relations. Our Safe Communities Initiative (SCI) has provided vital guidance on how to tackle community tensions and extremism at grass-roots level and, through our Getting Results funding programme, we have, over the last three years, invested around £12 million in organisations working to improve race relations locally. The move from staffing to outcome based funding has also increased the provision of legal advice and victim support at a local level. We have also produced a good race relations guide and, following the London bombings, our SCI observatory was instrumental in monitoring racial attacks and checking the temperature of community relations. Our Race in the Media Awards (RIMA), relaunched in 2005, have helped to secure more balanced reporting of race issues.

Using our legal powers

2003 and beyond saw the CRE as well as providing advice and assistance to people who feel they have suffered racial discrimination or harassment, also intervening in landmark legal cases and completing two major formal investigations. In one of the CRE's largest investigations ever, 17 findings of unlawful racial discrimination were made against the Prison Service who agreed to implement a detailed race equality action plan. And during the course of our formal investigation into the Police Service of England and Wales, we began enforcement action against 19 forces and authorities who did not have adequate race equality schemes. By the end of the investigation they all had compliant schemes, some of which were shining examples of good practice. If the investigations' recommendations are followed, the experiences of ethnic minorities will improve significantly.

Improving the way we work

The CRE has increased its international work and continued to play a critical role in the EU, leading the development of continent-wide policy on migration, integration and race relations. We have also developed a new strategy for the English regions, providing an innovative platform for the improvement of race equality outcomes at local and regional levels. And we have updated our service standards to make sure that the public receive the best possible level of service from the CRE.

THE CHALLENGE 2006-2009

Like many other countries, Britain is struggling to meet the demands of ensuring equality within diversity while tackling the challenges posed by the threat of international terrorism, increased immigration, the rise of extremist groups and the changed dynamics of race and culture. We are also trying to determine the extent to which faith has a role to play in a largely secular society.

Recent disturbances in Birmingham, Paris and Sydney, the London bombings, the tragic events in New Orleans, and the blurred lines between freedom of speech and incitement to racial hatred illustrate the challenges the CRE, and all who work in the field of equality and race relations, will face in the next three years.

Despite progress over the past 30 years, most ethnic minority Britons are poorer, less well educated, less healthy and less politically engaged than their white counterparts. Although they are increasingly present and influential in public life, their representation on critical decision-making bodies and in politics and private sector leadership remains woefully inadequate. Employment levels of ethnic minorities overall have increased, but this is not true for all groups and the imbalance between ethnic minority representation at senior and lower levels in all sectors still needs to be addressed.

- The employment rate of ethnic minorities currently stands at 59.3% where as the overall employment rate is 74.9%.
- Bangladeshis earn roughly £7,000 a year less on average than white people, while the average for ethnic minorities as a whole is around £1,500 less per head.
- Women from ethnic groups other than white are, on average, three times more likely to die from pregnancy-related factors than white women.
- Ethnic minorities are still under-represented in all democratic institutions in the UK and Europe. It is estimated that the UK parliament will not be representative until 2080.

The Equality Act is a welcome step towards making inequality a distant memory. But the CRE is concerned that the Commission for Equality and Human Rights (CEHR) – a unified body dealing with anti-discrimination across seven separate and distinct strands – will not be able to focus on community relations, extremism and integration issues. Over the next three years, the CRE will work hard to make sure the CEHR becomes a strong and effective equality, human rights, anti-discrimination and regulatory body. But

the CRE will also continue to lobby for a new independent body that will complement the work of the CEHR and be a home for issues relating to good community relations and integration.

Participation

We also know that real commitment to equality in government, in our neighbourhoods, and in the workplace will not happen until all communities have a voice. Unless all Britons are able to participate in decision making, services and businesses will never provide for us all equally as citizens and customers.

Civic participation is much lower amongst certain ethnic groups. If you consistently exclude a group or groups from the processes by which society functions, then they are bound to have less positive opportunities and life experiences.

We are concerned that the number of ethnic minority councilors fell between 2001-2004, that there were fewer ethnic minority people on public bodies in 2003 than in the years beforehand and ethnic minorities are still grossly underrepresented in a number of local institutions such as health boards, school governing bodies and cultural bodies. While we welcomed the election of 15 ethnic minority MPs in 2005, if the House of Commons were to be truly reflective of Britain today, it would have over 60.

Interaction

Increasingly, communities in Britain live with their own kind. Residential isolation is increasing for many minority groups. Some minorities are moving into middle class, less ethnically concentrated areas, but what is left behind is hardening in its separateness.

The number of people of Pakistani heritage in what are technically called “ghetto” communities trebled during 1991-2001; 13% in Leicester live in such communities (the figure 10.8% in 1991); 13.3% in Bradford (it was 4.3% in 1991).

Alongside this type of hard, spatial segregation, communities increasingly inhabit separate social, religious and cultural worlds. In 2005, the CRE commissioned research which showed that most Britons could not name a single good friend from a different race while fewer than one in ten could name two. This was true of white Britons of all ages, classes and regions.

However, this separation is increasing amongst ethnic minority communities. In 2004, 31% of ethnic minority Britons said that most or all of their friends were from ethnic minority backgrounds; this had grown in 2005 to 37%. The 47% of ethnic minority Britons who said that most or all of their friends were white in 2004 had shrunk to 37%.

Many communities, particularly those in a minority such as racial or faith groups, find it increasingly difficult to break out of their isolated clusters, leaving them culturally and sometimes even physically ring-fenced within cities. In these segregated neighbourhoods ethnic minority communities can feel intimidated and under siege, and neighbouring majority communities can also feel excluded, so the two simply never interact. These communities will steadily drift away from the rest of us, evolving their own lifestyles, playing by their own rules and increasingly regarding the codes of behaviour, loyalty and respect that the rest of us take for granted as outdated behaviour that no longer applies to them.

We need to stress how you can bridge between communities – what are those networks, those spheres and those agents that bring people together?

Collective and National Identity

Recent political, constitutional and cultural changes have fuelled public discussion about the definition of 'Britishness'. The discussion has encompassed many different sectors, from the government to academia to the media, presenting diverse views on British values, institutions and narratives.

Recent emphasis has been on an emotional identification, a sense of belonging to a broader community, expressed through shared symbols and values. The current interpretation of active participation involves the sharing of risks and responsibilities between citizens and the state and Government looks to expand democratic participation by re-engaging citizens in the decision-making process, particularly in relation to public services.

This is where notions of Britishness, identity and citizenship link explicitly to the integration agenda. Both the solutions which we need to achieve full equality, interaction and participation and the result – the integrated society – are things that require a collective and shared notion of what that society looks like, that it is a good thing and how we get there.

For Britishness to succeed we must seek common, equal citizenship. There must be a general agreement to a set of values based on justice, human rights and social responsibility and a sense of common belonging so that all groups feel at home. All people must be of equal value and deserve equal respect and all individuals must have the opportunity to voice their opinion on issues that affect them.

Changing Legal and Institutional Framework

The Equality Act and the creation of the Commission for Equality and Human Rights (CEHR) in 2007 indisputably alters the climate in which these issues are addressed. The setting out and entrenching of basic human rights in this country is long overdue. The Equality Act shows the government's commitment to human rights, equality and anti-discrimination on the grounds of sexual orientation, religion or belief and age, alongside gender, race and disability.

The CRE welcomes the Act and the creation of the CEHR. Over the next three years, a key part of the CRE's work will be working hard to make sure the CEHR becomes a strong and effective equality, human rights, anti-discrimination and regulatory body.

We have seen many changes over the decades to tackle inequalities, but the fight goes on. We are living in a climate where we are trying to achieve equality under a number of pressures. The Equality Act receiving Royal Assent is an important step towards making inequality a distant memory. But there is a long way to go. The challenge of the CEHR's core responsibilities of legal casework and equality monitoring should not be underestimated. The CRE is concerned that the CEHR will not be able to focus properly on community relations, extremism and integration issues. These will be lost within a unified body that must deal with anti-discrimination across seven separate and distinct strands.

Given the importance and size of the issues involved, what replaces the CRE must be right and be part of a wider, coherent framework for developing good community relations and promoting integration. The CRE has tried to tackle issues on the ground, but is held back by a lack of funds and bureaucracy. The CEHR, with seven strands to cover, will also not have the time, the focus or the funding. That is why we are proposing that the Government should help to set up a new independent body to deal with community relations issues and complement the work of the CEHR. As outlined above, the issues of promoting good community relations and tackling extremism, terrorism and racial hatred on the ground need addressing.

Our work over the next three years will need to look at how the work we have been and will continue to undertake on these issues has a home beyond the life of the CRE. As part of the transition to the CEHR, we will therefore be looking at the ways in which this can happen.

Conclusion

The CRE believes we need to focus on this three-pronged integration agenda.

The best, fairest societies are ones in which people share experiences and common ambitions whatever their racial, religious or cultural backgrounds. In essence we want to reassert the need for a society based on solidarity in which everyone's life chances are unaffected by what or where they were born.

To achieve this, we believe that the three legs of the integration agenda go together. Unless we have greater interaction, some communities will find themselves on islands cut off from the mainstream, and suffer the fate of being separate and perpetually unequal. Integration has also to be a two-way street, in which the settled communities accept that new people will bring change with them. Newcomers realise that they too will have to change if we are to move closer to an integrated society.

Integration is about striking a balance struck between an 'anything goes' multiculturalism on the one hand, which leads to deeper division and inequality; and on the other, an intolerant, repressive uniformity. Any agenda for creating a more integrated Britain should explicitly welcome diversity and reject assimilation. It should also, however, emphasise what unites us as a nation rather than that which divides us.

The challenge of achieving integration is not simply about building bridges across racial or cultural divides, but it means coming to terms with racism, and establishing a foundation of shared values and a common citizenship which can successfully be shared by the diverse range of ethnic, cultural and faith communities in Britain.

WHAT WE WANT TO SEE 2006-2009

Until the CRE joins the CEHR in 2009, we want to be:

- an excellent organisation, with best practice policies and procedures, and the best qualified and motivated staff;
- a safe forum for decision makers and opinion formers to discuss new ideas;
- a reliable evaluator of new ideas and the authoritative source of information and judgement on matters to do with racial equality and integration; and
- a role model for the CEHR.

In the next three years we plan to:

- secure the best possible legal and institutional arrangements for dealing with race equality and integration beyond 2009;
- develop and enforce powerful new and existing legal drivers for racial and religious equality; and
- lead a constructive and progressive debate among opinion formers and the general public about the integration agenda.

This will help us to achieve the following changes in society:

- a reduction in racism and extremism;
- a meaningful reduction in racial inequalities in education, health, criminal justice, housing and employment, leading to improved perceptions and experiences of key public services and the labour market among ethnic minorities; and
- increased engagement between people of all ages and increased participation by people within their community.
- Better representation in decision making roles across the public, private and voluntary sector

Our aim is to create a new reality: an integrated Britain where:

Equality Everyone is treated equally, has a right to fair outcomes, and no-one receives privileges because of who or what they are.

Participation All groups in society share in decision-making, but also carry the responsibilities of making the society work.

Interaction No-one is trapped within their own community, and who people work with, or the friendships they make, are not constrained by race or ethnicity.

OUR STRATEGIC PRIORITIES

Having set out the achievements we have made, the continued and developing challenges we face and the effects we want to achieve, we have identified we should have two strategic priorities for 2006-9.

Our strategic priorities provide direction for the delivery of all elements of our work. These priorities enable us to plan our work and channel our resources where it is considered they will be of the most benefit. This means we can identify our desired outcomes, for example what we want to achieve or what changes we want to happen.

In this Corporate Plan, we set out the outcomes under each priority and the objectives we have set that will achieve them. From here we can then identify our projects that can help us achieve our outcomes. These are set out in our Business Plan and Directorate Operating Plans.

The CRE's two priorities for the next three years are:

To work towards leaving the best possible **legacy** for race equality, for the CRE, its staff and its stakeholders as it moves towards its new life as the Commission for Equality and Human Rights.

To develop, promote and deliver against a framework for an **integrated society** using our three tenets of equality, participation and interaction as our guiding principles.

THE PRIORITIES

To work towards leaving the best possible legacy for race equality, for the CRE, its staff and its stakeholders as it moves towards its new life as the Commission for Equality and Human Rights.

We aim to achieve the following outcomes:

1. Develop a programme of projects, including joint projects, to take further the issues of race equality and ensure they are adequately addressed within the CEHR and after the CRE's existence.
2. To develop a blueprint for a new approach to community relations and work towards its acceptance and establishment
3. To achieve a smooth and appropriate transition to CEHR

Outcome 1

Develop a programme of projects, including joint projects, to take further the issues of race equality and ensure they are adequately addressed within the CEHR and after the CRE's existence.

Objective

1a	To make informed contributions to the development of the CEHR and both the Discrimination Law , Equality Reviews and other appropriate mechanisms and delivery
1b	To ensure the successful maintenance and transfer of knowledge and intellectual capital to inform the race strand of the CEHR and other appropriate race equality bodies
1c	To lobby for race to be sufficiently represented in the 2011 Census and other means of data collection
1d	To influence the public service reform agenda on integration
1e	Ensure continued development of Race Equality Networks post CEHR

Outcome 2

To develop a blueprint for a new approach to community relations and work towards its acceptance and establishment.

Objective

2a	To ensure that existing work, knowledge and thinking are built into this work
2b	To produce a credible blueprint accepted by government to complement the work of the CEHR
2c	To generate an understanding of the CRE's thinking amongst our stakeholders
2d	To achieve widespread support for the CRE's proposals

Outcome 3	
To achieve a smooth and appropriate transition to CEHR	
Objective	
3a	To develop a strategy to enable CRE staff to be fully equipped and supported to meet new challenges, in particular those of understanding the issues necessary to be successful in CEHR
3b	To work with the transition team to facilitate the transfer of staff, buildings & other assets and information to the CEHR
3c	To work in synergy with the CEHR from 2007 onwards
3d	To help the new strands in the CEHR learn from and improve the use of the Public Duty
3e	To look for opportunities to work with other equality strands in the run up to CEHR
3f	To maintain appropriate resources to ensure efficient and effective delivery
3g	To develop a strategy to ensure continued recruitment and retention of staff in the run-up to 2009
3h	To improve the use and development of IT and new technology with a good backup and support system
3i	To have an improved, efficient and understandable set of planning process
3j	To have an exemplary Race Equality, Gender and Disability Schemes, and to be a benchmarking organisation in delivering on our own legislative responsibilities

To develop, promote and deliver against a framework for an integrated society using our three tenets of equality, participation and interaction as our guiding principles.

We aim to achieve the following outcomes:

4. Develop and implement strategies to ensure that race equality is embedded into the day to day workings of public, private, voluntary and community sectors.
5. Demonstrate how Race Relations legislation can be used to full effect through an active enforcement and regulation programme
6. Promote good race relations and reduce segregation between communities
7. Lead a Public debate on the Integration agenda, through acting as a catalyst for change and a creator of new policy in the UK, the EU and internationally
8. Become the centre for excellence and knowledge on issues to do with race equality and community relations
9. Increased participation by all in public life, stronger legitimate representative and independent voices for minority communities

Outcome 4

Develop and implement strategies to ensure that race equality is embedded into the day to day workings of public, private, voluntary and community sectors.

Objective

4a	To mainstream race into the workings of Whitehall and devolved administrations
4b	To build and improve relationships with Inspectorates, adapting to the new regulatory frameworks for the public sectors in England, Scotland and Wales
4c	To ensure that race and integration are built into Inspectorate methodologies
4d	To ensure that race and integration are part of the next Comprehensive Spending Review and Public Service Agreement process
4e	To monitor and evaluate existing Public Service Agreement targets
4f	To examine how public funding mechanisms can promote integration
4g	To increase awareness of racial equality goals by private sector leaders and business support infrastructure (such as regional development agencies or enterprise agencies)
4h	To strive to make the leadership of organisations appropriately diverse
4i	To influence the private sector through tools such as positive action and procurement

Outcome 5	
Demonstrate how Race Relations legislation can be used to full effect through an active enforcement and regulation programme	
Objective	
5a	To monitor and enforce the race equality duty
5b	To ensure that public authorities are routinely and robustly carrying out Race Equality Impact Assessments
5c	To extend the reach of race relations legislation through case law
5d	To encourage the public sector to use the race equality duty to improve community relations, including developing the monitoring of good race relations
5e	To increase the take up and effective support for individuals with complaints of racial discrimination or harassment
5f	To achieve a more focused and practical use of the law by public and private sector employers in order to reduce the difference by race and ethnicity in rates of recruitment, retention and promotion
5g	To encourage and promote awareness of the full potential of existing legislation to promote race equality
5h	To have excellent guidance on the law, including case studies and good practice available to the public
5i	To use the levers of Formal Investigations and Scrutiny Enquiries to tackle deep-rooted problems and conduct thorough follow-up to these

Outcome 6

Promote good race relations and reduce segregation between communities

Objective

6a	To develop good practice and/or a methodology for preventing and resolving inter and intra-community disputes
6b	To build a knowledge base and identify data on patterns of segregation
6c	To identify sites, spheres and agents of interaction
6d	To reduce segregation in service delivery
6e	To build a knowledge base on the causes and expressions of extremism
6f	To develop a local advice network to promote good race relations and a greater understanding of legislation
6g	To influence the work of local and regional agencies so that race and integration are key components
6h	To fund local projects to promote interaction and participation, informed by policy

Outcome 7

Lead a public debate on the Integration agenda, acting as a catalyst for change and a creator of new policy in the UK, the EU and internationally

Objective

7a	To establish a clear and widely accepted definition of what is meant by integration and a methodology for measuring it
7b	To develop a coherent agenda on, citizenship to encompass Britishness and national and other identities
7c	To identify the mechanisms by which we can deliver the citizenship agenda
7d	To improve the integration of new migrants, linking this explicitly with Citizenship
7e	To move the EU towards common understanding of integration and development of common programme
7f	To increase the CRE's stature and influence Internationally

Outcome 8

Become the centre for excellence and knowledge on issues to do with race equality and community relations

Objective

8a	To further develop the CRE's public profile through print, broadcast and on-line media
8b	To deliver compelling, reliable research and other forms of evidence gathering to support our policy positions
8c	Consolidate and strengthen our relationships and communication with key external stakeholders across the political landscape; identify new or emerging stakeholders and pro-actively establish effective partnerships

Outcome 9	
Increased participation by all in public life, stronger legitimate representative and independent voices for communities	
Objective	
9a	To increase the effectiveness of the voluntary and community sector in delivering race equality outcomes and establish closer coordination with and through the CRE
9b	To optimise the opportunities for grass roots organisations to promote their work and learn from each other
9c	To create the conditions and raise the awareness that enables an increase in the numbers of ethnic minorities participating in the democratic and public appointments process
9d	To build capacity so that Race Equality Councils and voluntary and community organisations become a key recruiting point for those looking to engage ethnic minorities in public life
9e	To support the development of a new and more representative leadership amongst different ethnic minority communities and encourage work towards integration between communities
9f	To develop the race dimension of the localism debate encompassing Local Area Agreements/Community Plans including ensuring representation on local decision – making bodies
9g	To establish a knowledge base on social capital and civic participation in the UK