

Meeting:	Cabinet
Date:	28 July 2005
Subject:	Race Equality Scheme Year 3 Progress Report 1 June 2004 – 31 May 2005
Responsible Officer:	Chief Executive
Contact Officer:	Executive Director Of Organisational Development
Portfolio Holder:	Deputy Leader, Portfolio Holder For Business Connections & Performance Portfolio Holder For Communications, Partnership & Human Resources Portfolio Holder For Strategic Overview & External Affairs
Key Decision:	No
Status:	Part 1

Section 1: Summary

Decision Required

- That the progress made in service delivery and employment for the third year of Harrow's Race Equality Scheme, 1 June 2004 to 31 May 2005 be noted.
- That proposals to implement a revised Race Equality Scheme be noted.
- That Cabinet delegates the authority for approval of the revised Race Equality Scheme to the Portfolio Holder For Communications, Partnership & Human Resources and nominated members
- That Cabinet receives another progress report under the revised RES in a year's time.

Reason for report

The Race Relations (Amendment) Act 2000 and the Commission for Racial Equality's Statutory Code of Practice on the Duty to Promote Race Equality places a statutory duty for all public authorities to produce a Race Equality Scheme (RES).

Cabinet approved Harrow's RES on 25/6/02 – Minute 29. The RES includes a commitment to report on progress annually.

This report addresses the Council's stated priority of striving for a community that is cohesive and strong, which strengthens Harrow's local community by valuing

and celebrating the rich diversity of our local community.

Benefits

The information in this report will outline to the community how the Council is meeting its commitments under its Race Equality Scheme and in relation to its management of equalities generally.

Cost of Proposals

None

Risks

If this report is not noted it cannot be published, which would fall short of requirements under the Race Relations (Amendment) Act 2000 and Harrow's commitments under its RES.

Implications if recommendations rejected

As above

Section 2: Report

2.1 Background information

- 2.1.1 This report is in accordance with the general and specific duties of the Race Relations (Amendment) Act 2000 (RRAA) to eliminate unlawful discrimination, promote equality of opportunity and good relations between people of different racial groups. It also complies with the Commission for Racial Equality's Statutory Code of Practice on the duty to Promote Race Equality, which supports the implementation of the RRAA.
- 2.1.2 All managers, Council Members and Harrow's partners have been issued with a copy of Harrow's RES and it is available on the intranet and internet. Copies have also been distributed to all Harrow libraries, reception areas, and in youth and community centres.
- 2.1.3 The attached reports summarise progress against Harrow's RES Year 3 (2004/05) priorities for service delivery and employment (Appendix 1). A standard reporting format for functions/policies has been developed to maintain consistency. For each of the Year 3 service delivery priority areas as identified in the RES, a progress report proforma has been completed by departments detailing work undertaken, and updates on action plans identified in the Year 1 and Year 2 priorities have also been completed, to be made available in the Members' Library.
- 2.1.4 Departments have worked through the Year 1,2 & 3 areas given in the addendum to this report and in keeping with Appendix 1 of the RES.

- 2.1.5 As a result of organisational changes the following Year 3 areas as listed in RES Appendix 1 now fall under one function and are dealt with under one progress report: Press & Public Relations and to inform the public & media about Council policies and actions; Payroll and Pensions (under the overall report "Lifecycle Management"). For similar reasons the RES Appendix 1 lists the following Year 3 priorities which are dealt with under several different reports: Assessments & Fraud (reported under four reports - Payment Of Benefits, Financial Assessments For Social Care Clients, Overpayments Recovery and Prevention And Detection Of Fraud); and Support Services (reported under Special Needs Transport, and Catering Services). Asset Management is reported as Building Support Services; The report on Council-wide printing & reprographic needs has however been deferred to the coming year on the basis that management responsibility for the function has changed very recently, while the Council's role in Community Legal Services Partnership had previously been dealt with in the Year 2 report on Supporting the Harrow voluntary sector/Education Lettings Service.
- 2.1.6 The final year of the RES has seen an increasing awareness from services on the need to consult and improve service delivery for black and minority ethnic groups. Consultation and feedback to service users has begun to feature widely, while equality impact assessments are starting to become a feature of service planning in many areas. This has enabled the Council to be more responsive to minority groups by adapting service delivery, modifying monitoring processes, and developing new initiatives.
- 2.1.7 Consulting, monitoring, and undertaking the impact assessments has highlighted areas of Council activity where services have sought to respond to particular needs identified by black and minority ethnic groups. This has shown the positive step of feeding into service planning issues arising from equalities, improving service delivery, modifying monitoring processes, and developing new initiatives. Children's Services is acting in partnership with Harrow Ethnic Minority Achievement Service to provide community workshops for parents from specific under-represented BME groups; Housing Enabling works through BME Registered Social Landlords.
- 2.1.8 As well as these specific service initiatives the Council has also undertaken a series of more general initiatives. Youth and Connexions Service is supporting the work of the Young Asian Women's Health Project. The role of the Community Consultation Forum, which is a collection of voluntary organisations who represent the community, was further developed. Community cohesion is supported through the Community Strategy, an update of which went to the Strengthening Communities Scrutiny Group in April 2005.
- 2.1.9 While good progress has been made over the 3 years of the RES, the Council is aware that further work is still required: to reinforce the use of monitoring and feeding back its results into service plans, to mainstream equalities into the daily operation of the Council, in access to services, and in continued consultation with the community.
- 2.1.10 In year 3, the Council addressed the need to realign reporting responsibilities following reorganisation into new Directorates. To achieve this we reviewed the list of functions and policies in the RES appendix in consultation with HCRE.
- 2.1.11 The Council is aware of the need to coordinate its work in race equality with that in other areas of equality. To this end it plans to produce an Equality Scheme which provides an integrated approach to all equalities areas, while ensuring that race equality issues can be distinctively identified and thus meeting statutory requirements.
- 2.1.12 The Council is aware that while work is progressing in this respect, it is likely to take time. However there is a need for an RES to be in place during 2005-6, and this needs to be approved at the earliest moment. The Council seeks therefore to produce a one-year

RES for the interim, so that work on the wider Scheme can progress without undue haste.

2.1.13 Under present conditions the Council considers that the one-year RES would be unlikely to reach a full Cabinet for approval until October, which the Council thinks would be too far into the reporting year. It therefore requests that approval be delegated to the relevant Portfolio holder and any other members as the Cabinet may nominate.

2.2 Options considered

N/a

2.3 Consultation

Harrow Commission for Racial Equality, Harrow Anti-Racist Alliance, Harrow Council Black Workers Group, UNISON and Harrow Teachers Consultative Committee, have been consulted on the progress reports for third year priorities and updates on first and second year reports. Consultation on third year priority reports for service delivery has been corporately led.

2.4 Financial Implications

There are no additional financial implications as it is intended that any costs will be met from existing resources

2.5 Legal Implications

The legal implications for the RES are contained within the report.

The desire to provide a comprehensive Equality Scheme is a positive step and beyond the requirements of the current statutory framework. Notably the combined national Equality Commission will be established in October 2007, however, it will not assume responsibility for the functions of the CRE until sometime in 2009.

2.6 Equalities Impact

The RES Year 3 progress report meets the Council's requirements under the amended Race Relations Act and is in line with the action plan detailed in the RES. Some of the actions identified in Year 1, Year 2 and Year 3 reports are ongoing and work will continue to ensure the Council meets its statutory duties

Section 3: Supporting Information/ Background Documents

Race Relations (Amendment) Act 2000
CRE Statutory Code of Practice on the Duty to Promote Race Equality
CRE – A Guide for Public Authorities
Chief Personnel Officer's report on the RES to Cabinet 25 June 2002
Harrow's Race Equality Scheme 2002-2005
Year 1 Report and information circular to Cabinet 15th July 2003
Year 2 Report and information circular to Cabinet 29th July 2004
Year 3 Executive Summaries and Progress Report Pro Forma
Draft 2004/5 Annual Equality Monitoring Report to Employees Consultative Forum
Equality Standard for Local Government

ADDENDUM

Year 3 progress reports

- Ensuring that insurable risk exposures are properly identified & managed
- Develop or advise on IT policy
- Develop/procure, implement & support IT systems
- Providing support for the Council's car leasing & car loans programmes
- Assessments & Fraud
- Collection of Revenues
- Cashiers, counter payments & accounts payable
- Provision of internal audit
- Administration & monitoring of the investments of the Pension Fund
- Procurement
- Financial accounting
- Health & Safety
- Legal Services
- Administer the letting of the committee rooms & Council chamber
- Electoral Services
- Registration of local land charges & completion of local searches
- Register Office for Births, Deaths & Marriages
- Democratic Members' Services
- Civic Centre Reception
- Press & Public Relations & To inform the public & media about Council policies and actions
- Council's Complaints Procedure
- Mayors Office
- Lifecycle management (Payroll & Pensions)
- Departmental personnel advice & guidance
- Corporate policy development
- Training and development
- Co-ordination, support & evaluation of the Council's Best Value programme
- Occupational Health
- Physical Disability & Sensory Impairment
- Mental Health Services
- Children's Services (Education)
- Early Years & Childcare
- Children with Disabilities
- Teachers' Centre
- Library Service
- Arts Services
- Asylum Seekers
- Community Safety
- Planning – U.D.P. and research
- Public Realm & Waste Management
- Support Services
- Food safety, Health, Safety & licensing
- Housing – Enabling
- Transport & Engineering
- Asset Management (described on the Report Form as Building Support Services)
- Strategy

Year 1 & 2 Progress Update Reports

- Equal Opportunities Policy
- Establishment of Local Strategic Partnership
- Crime Reduction Strategy
- Schools Race Equality policies, & Education Development Plan
- Burial Service (Cemeteries and Crematoria)
- CCTV
- Homelessness
- Housing allocations
- Housing Management - Racial Harassment Policy
- Services for Older People
- Children's Strategic Planning & Children in Need Services.
- Supporting the Harrow voluntary sector/Education Lettings Service
- Recruitment and selection
- Community Strategy
- HR Strategy
- Children Looked After
- Youth & Connexions Service
- Adult & Community Learning
- Governor Services
- Harrow Learning Disability Team
- Work Experience (with Brent and Harrow)
- Promotion of sport and leisure activities
- Managing parks, countryside areas, and allotments
- Parking enforcement operations
- Catering staff
- Private sector housing enforcement
- Private sector housing renewal
- Trading standards
- Temporary accommodation

Summary Progress Report for Service Delivery Years 1, 2 & 3 - Assessment, Priorities and Forward Plans for Service Delivery

Introduction

1. All Harrow Council Directorates have undertaken an exercise, as required under the Race Relations Amendment Act 2000, to assess services and then to prioritise and produce forward plans for action and development. The areas covered for Years 1, 2 and 3 have been set out within the published Race Equality Scheme document.
2. The attached standard reporting proforma have been used across all Departments in all three Years, with amendment in Year 2 to extend its use to other equalities areas. HCRE were consulted upon the use of this methodology and any amendments.
3. Corporate Equality Group has led on this work since March 2004.

Progress to Date

Co-ordination of activity

4. The Council has been continuing its organisational restructure during the year, in the form of its Middle Management Review. A result of this has been an impact on continuity at management level affecting the production of reports, including equalities reports. This meant that the review of priority functions and policies to be reviewed across the three-year period, set out in Appendix 1 of the Race Equality Scheme, has been implemented with considerable difficulty in some areas. This also means that action plans previously set on the premise of more stable management, have been amended to take account of changing circumstances.

Year 3 Priorities 2004/2005

5. The final year of Harrow's first RES has seen a shift in emphasis from completing progress report forms that set out basic impact assessments, to more in-depth impact assessment work that has been fed by or fed in to service plans. This is an encouraging trend towards overall mainstreaming of equalities into service.

6. The requirement for the Council to adopt the Equality Standard has encouraged integration of methods to manage different equalities areas. However services have been required to use a reporting method which identifies race issues distinctively in their own right. Many services have data collection mechanisms which identify ethnicity, and the Council website offers numerous examples where key services are using such data in their service planning. Examples from those which are either reporting for the first time, or updating their previous year's progress, are the Children and Young People's Strategy; Community Care; the Education Plan; Meals on Wheels; Crime Reduction; Housing Strategy.
7. Departments' continue to use consultation as a tool for improving service delivery, including for black and ethnic minority groups. The Council website offers numerous examples where key services are using consultation exercises, including areas which are reporting for the first time under this year's RES report such as Harrow Engineering Services; Early Years and Childcare Service; Physically Disabled and Sensory Care Services; Cultural strategy; Recycling; Supported & sheltered housing; New Harrow Project; In other areas service plans show an awareness of the importance of, and intention to improve on, consultation with service users. Examples include: Public Realm and Waste Management; Urban Living Support Services; Harrow Teachers Centre.
8. Consulting, monitoring, and undertaking the impact assessments has highlighted areas of Council activity where services have sought to respond to particular needs identified by black and ethnic minority groups. This has shown the positive step of feeding into service planning issues arising from equalities, improving service delivery, modifying monitoring processes, and developing new initiatives. Children's Services is acting in partnership with Harrow Ethnic Minority Achievement Service to provide community workshops for parents from specific under-represented BME groups; Housing Enabling works through BME Registered Social Landlords.
9. The same process has enabled some services to take a frank look at its monitoring and data gathering systems, to identify where further work needs to be done, and to lay plans to take this work forward. This ability to make an honest assessment is indicative of a real commitment to improve.

10. As well as these specific service initiatives the Council has also undertaken a series of more general initiatives. Youth and Connexions Service is supporting the work of the Young Asian Women's Health Project The role of the Community Consultation Forum, which is a collection of voluntary organisations who represent the community, was further developed. Community cohesion is supported through the Community Strategic Plan, a review of which recently went to the Strengthening Communities Scrutiny Group.

11. While good progress was made over 2004/05, the Council is aware that further work is required. The progress described encourages the Council to believe that mainstreaming equalities into the daily operation of the Council is advancing. However there is work required to embed meaningful use of data and monitoring; to ensure access to services; and to maintain and improve continued consultation with the community.

Year 1&2 Priorities 2002/03/04

12. The Year 1&2 (2002/03/04) progress reports show that departments are following through on the actions identified in the respective Priorities. Progress from year 1 reports show a sustained assessment of the service, for example the provision of vegetarian Asian meals to older people; burial services; housing

Concluding Remarks

13. While the RES has seen increased awareness and responsiveness to race equality issues, the Council is looking at ways to simplify the administration of the scheme. The reporting process remains bureaucratic, although the more systematic Equality Impact Assessment mechanism introduced to support the wider Equality Standard is proving helpful in clarifying the process. The overall assessment of the Scheme over its three-year cycle indicates that a wide number of Council functions are engaged with service users and taking steps to improve services in the light of comments received through consultation or survey.

14. The move towards systematic performance management using the Balanced Scorecard provides a means for services to set meaningful targets in their service plans. The service planning framework now requires managers to state their plans and arrangements for consultation. The Race Equality Scheme may now be better directed to focus on a smaller number of high impact areas where there is a need to make a difference. To achieve this we will need to work closely with HCRE, seeking their agreement to any fundamental changes.

Consultation

15. Consultation on Year 3 Priorities is currently underway with trades unions, HCRE, HARA, and Harrow Council Black Workers Group. While in previous years consultation has been directorate-led, this year the process is coordinated centrally. However in the coming year it will be the responsibility of Directorates to lead on consultation in their own area, engaging on a regular basis with the Council's partners in managing the RES.

Andrew Trehern
Area Director
Urban Living

Year 3 – Summary Progress Report for Employment

Introduction

In response to the employment specific duty of the Race Relations (Amendment) Act, Harrow developed an Employment Action Plan detailed in Harrow's RES 2002-05, appendix 3. Progress against the employment action plan has been monitored annually.

The Council has been monitoring its workforce and recruitment and selection processes by ethnicity, gender and disability by paybands for several years and has robust systems in place. These statistics are produced quarterly for the Corporate Health Best Value Performance Indicators and statistics for other local performance indicators are reported at half year and full year to the Employees' Consultative Forum.

The RES Employment Action Plan proposed changes to existing monitoring systems to provide enhanced monitoring data as well as increasing the employment and training areas for monitoring in first two years of the RES. Existing monitoring of employment and training areas has continued. In addition, in view of organisational changes and priorities set for year one and year two of the RES, some adjustments and new additions have been made to ensure consistency of data gathering to monitoring systems and processes to ensure priorities for employment are met. There were no specific employment priorities for year 3, although a number of actions that required making changes to monitoring systems have been undertaken in year 3.

The detailed outcome of employment monitoring will be reported to the Council's Employees' Consultative Forum in September 2005, in the Annual Equality Monitoring Report.

The table below provides progress against the 3-year employment action plan:

Priorities	Progress
Applicants for jobs distinguish between external and internal candidates	Since 1st April 2003, the Council's recruitment application form has been revised to capture this information. In addition, amendments to applicant monitoring systems and processes to monitor internal and external candidates data have been revised and have been operational since 1 st April 2003.

<p>Applicants for promotion</p>	<p>Since April 2003, amendments have been made to the applicant monitoring systems of the recruitment & selection process to include separate statistics for internal applicants applying for higher posts and their success rates monitored by gender, race and disability.</p>
<p>Applicants for training Employees who receive professional qualification training</p>	<p>Applicants for training, employees who receive professional qualification training, and formal corporate internal training are now recorded on the new RTIX Training Administration learner database and learning management system. Employees who receive professional training are included in this years statistics. There is no discrepancy between applicants for training and attendees as all applicants are accommodated on courses. However, the next phase of development of the system, scheduled for completion in 2005/06 will allow applicants to apply and then be approved or not by managers, enabling monitoring of any potential discrimination.</p>
<p>Acting ups Secondments</p>	<p>Since 1st April 2004 amendments have been made to the Oracle HR computerised information system to record acting ups and secondments. In addition to these RES priority areas, HR has taken this opportunity to consolidate the terminology, definitions and monitoring requirements for acting ups, secondments as well as fixed term contracts, interim and temporary positions and honorariums. The definitions have assisted in correct recording of these areas and provided consistency when giving advice on recruitment and recording information on the HR database.</p> <p>Indicative statistics for the above areas for the period 02 April 2004 to 31 March 2005 are available. This is the first year for monitoring in these areas. There is still a need to safeguard consistent data entry to enable accurate statistics to be produced.</p>
<p>Work shadowing Mentoring</p>	<p>Mentoring and coaching relationships are included in the current monitoring statistics. It has not proved possible to monitor the remaining activities via the RTIX system.</p>

<p>Grievance Disciplinary Harassment complaints Probationary Dismissals Ill Health Retirements Redundancies</p> <p>Grievances</p> <p>Disciplinary</p> <p>Harassment cases</p>	<p>Since 1st April 2003, amendments have been made to existing systems of recording and monitoring grievances, disciplinary investigations and hearings and complaints of harassment. In addition to these RES priority areas, monitoring of probationary dismissals, ill health retirements and redundancies is being undertaken.</p> <p>Monitoring by ethnicity, disability, gender and age for all above areas is undertaken. In addition, for grievances, disciplinary and harassment cases enhanced monitoring data is recorded as follows:</p> <ul style="list-style-type: none"> - Grievances related to race or other issues - Stages at which resolved - Unresolved grievances - Grievances referred to the disciplinary procedure - Grievances heard within / outside procedure timescales - Outcomes of investigations i.e. no action, hearing, guidance - Types of disciplinary, misconduct, gross misconduct - Outcomes of hearings, level of warning, dismissal or other action - Investigations / hearings heard within / outside procedure timescales - Harassment related to race, sex or other matters - Outcomes, i.e. mediation, disciplinary, other action
<p>All leavers and reasons for leaving</p>	<p>Since 1st April 2003, amendments have been made to reports showing all leavers with reasons for leaving by ethnicity, gender and disability at department and whole Council levels.</p> <p>The exit interview process was reviewed and agreed at Corporate Joint Committee in December 2003. The revised policy simplified the procedure and encouraged leavers to provide reasons for leaving. A system for analysing the information obtained from exit interviews will be developed.</p>

Comment

The employment monitoring statistics provide performance against the Council's Best Value and local indicators as well as priority areas within the RES employment action plan. For some areas, which have been monitored for several years, particularly recruitment and retention, analysis of statistics has shown trends in relation to particular racial groups. Monitoring of the recruitment and selection policy has shown an adverse impact on BME, particularly Asian, applicants at the interview stage. This is the case for both internal and external applicants.

To investigate the causes of this adverse impact, the Asian Applicants Review Group was established as recommended by the Employees' Consultative Forum. This joint group comprising Elected Members, Community Partner Organisations including HCRE, Trade Unions, Harrow Council Black Workers Group and officers commissioned a variety of research and analysis projects and have produced an action plan to address issues identified from the research to improve the success of BME and particularly Asian applicants.

For other areas, where amendments and improvements to existing systems and processes have been made, indicative data is available and it will take some time before systems are embedded and meaningful analysis is possible.

Jill Rothwell
Executive Director
Organisational Development

ABBREVIATIONS

Executive Director Responsible	Abbreviation	Division in new structure	Abbreviation
Nick Bell Business Connections	BC	Financial and Business Strategy Business Services	BC – FBS BC - BUS
Tony Lear (to 4 th March 2005) Andrew Trehern (from 5 th March 2005) Urban Living	UL	Professional Services Director Area Director Strategy Director Housing	UL – PSD UL – AD UL – SD UL – HOUSING
Paul Osburn (to 31 st December 2004) Lorraine O'Reilly (from 1 st January 2005) People First	PF	People First Strategy Director Children's Services Learning & Community Development Community Care	PF – PFS PF – CS PF – LCD PF – CC
Jill Rothwell Organisational Development	OD	Director of HR & Organisational Effectiveness Director of Organisational Performance	OD – HR OD - OP
Joyce Markham Chief Executive's Department	CE	Borough Solicitor Communications Chief Executive Office	CE – BS CE – C CE – CEO

1	=	Eliminating discrimination
2	=	Promoting equality of opportunity
3	=	Promoting good race relations

Appendix 1a

Director ate Responsible	Division	Functions & policies			Relevance to general duty	Degree of relevance to particular functions/policies		Prioritisation
		Existing/proposed functions	Existing/proposed policies related to function	Carried out by external contractor?	Part of general duty which is related to function/policy* (see abbr'ation sheet)	Amount of evidence/reason to believe that different racial groups are/could be adversely affected	Levels of public concern that functions/policies are operated in a discriminatory manner	Level of priority for 3 year plan
BC	BC-FBS	Supporting the Harrow voluntary sector	Terms of Reference of Grants Panel	No	1, 2, 3	A little	Some	2003/04
BC	BC-FBS	Education lettings service	Lettings Policy	No	2, 3	A little	A little	2003/04
BC	BC-BUS	Ensuring that insurable risk exposures are properly identified & managed	Financial Standing Orders	No	1, 2	A little	None	2004/05
BC	BC-BUS	Develop or advise on IT policy	IT Strategy E – Government - IEG Statement No.	No	2	A little	None	2004/05
BC	BC-BUS	Develop/procure, implement & support IT systems	Public access to ICT & systems to support service delivery	Yes and No	2	Some	None	2004/05
BC	BC-FBS	Community Legal Services Partnership	CLSP Plan	No	1, 2, 3	None	A little	2004/05
BC	BC-BUS	Providing support for the Council's car leasing & car loans programmes	Personnel policies & CITS Service Plan	No	1, 2	None	None	2004/05
BC	BC-FBS	Provision of internal audit	Service Plan & Accounts & Audit Regs 1996	No	1, 3	None	None	2004/05
BC	BC-BUS	Assessments & Fraud Inc. payment of benefits, financial assessments for Social Care clients, overpayments recovery and prevention and detection of fraud	Prosecutions Policy	No	2	None	None	2004/05

Appendix 1a continued

Director ate Responsible	Division	Functions & policies			Relevance to general duty	Degree of relevance to particular functions/policies		Prioritisation
		Existing/proposed functions	Existing/proposed policies related to function	Carried out by external contractor?	Part of general duty which is related to function/policy* (see abbrev'tion sheet)	Amount of evidence/reason to believe that different racial groups are/could be adversely affected	Levels of public concern that functions/policies are operated in a discriminatory manner	Level of priority for 3 year plan
BC	BC-BUS	Collection of Revenues	Code of Collection	Part	2	None	None	2004/05
BC	BC-BUS	Cashiers, counter payments & accounts payable		No	2	None	None	2004/05
BC	BC-FBS	Financial accounting		No	2	None	None	2004/05
BC	BC-FBS	Administration & monitoring of the investments of the Pension Fund		No	2	None	None	2004/05
BC	BC-FBS	Procurement	Contract Standing Orders & finance regulations & standards	No	1, 2, 3	A little	None	2004/05

Appendix 1b

Director ate Responsible	Division	Functions & policies			Relevance to general duty	Degree of relevance to particular functions/policies		Prioritisation
		Existing/proposed functions	Existing/proposed policies related to function	Carried out by external contractor?	Part of general duty which is related to function/policy* (see abbrev'tion sheet)	Amount of evidence/reason to believe that different racial groups are/could be adversely affected	Levels of public concern that functions/policies are operated in a discriminatory manner	Level of priority for 3 year plan
CE	CE - BS	Legal Services		Part	2	None	None	2004/05
CE	CE - BS	Democratic Members' Services	Constitution	No	2	None	None	2004/05
CE	CE - BS	Administer the letting of the committee rooms & Council chamber		No	2	None	None	2004/05
CE	CE - BS	Electoral Services		No	2	None	None	2004/05
CE	CE - BS	Registration of local land charges & completion of local searches		No	2	None	None	2004/05
CE	CE - BS	Council-wide printing & reprographic needs		No	2	None	None	2004/05
CE	CE - BS	Register Office for Births, Deaths & Marriages		No	2	A little	None	2004/05
CE	CE - C	Civic Centre Reception		No	1,2,3	None	None	2004/05
CE	CE - C	Press & Public Relations	Communication Strategy	Part	2,3	None	None	2004/05
CE	CE -CEO	Council's Complaints Procedure	Corporate Complaints Procedure	No	1,2,3	None	None	2004/05
CE	CE -CEO	Mayors Office	Communication Strategy	No	1,2,3	None	None	2004/05
CE	CE - C	To inform the public & media about Council policies and actions	Communication Strategy	Part	1, 2, 3	None	None	2004/05

Appendix 1c

		Functions & policies			Relevance to general duty	Degree of relevance to particular functions/policies		Prioritisation
Director ate Responsible	Division	Existing/proposed functions	Existing/proposed policies related to function	Carried out by external contractor?	Part of general duty which is related to function/policy* (see abbrev'tion sheet)	Amount of evidence/reason to believe that different racial groups are/could be adversely affected	Levels of public concern that functions/policies are operated in a discriminatory manner	Level of priority for 3 year plan
OD	OD - HR	Equalities	Equal Opps. Policy	No	1, 2, 3	Some	Some	2002/03
OD	OD - OP	Development of the Local Strategic Partnership	LSP	No	1, 2, 3	Some	A little	2002/03
OD	OD - HR	Recruitment & selection	R & S Policy & Guidance	No	1, 2, 3	Some	A little	2003/04
OD	OD - OP	Proposed Community Strategy	Community Strategy	No	1, 2, 3	None	None	2003/04
OD	OD –HR	HR	HR Strategy	Part	1, 2, 3	None	None	2003/04
OD	OD - HR	Payroll		No	2	None	None	2004/05
OD	OD –HR	Pensions		No	2	None	None	2004/05
OD	OD –HR	Health & Safety	Health & Safety Policy	No	2	None	None	2004/05
OD	OD –HR	Occupational Health	Service Agreement	Yes	1, 2	A little	None	2004/05
OD	OD - HR	Departmental personnel advice & guidance	Harrow Scheme for Pay & Conds. NJC Conditions	No	1, 2, 3	None	A little	2004/05
OD	OD - HR	Corporate policy development	Harrow Scheme for Pay & Conds. NJC, GLPC, JNC Conds.	No	1, 2, 3	None	A little	2004/05
OD	OD - HR	Training and dev.	Training Strategy	No	1, 2, 3	A little	None	2004/05
OD	OD - OP	Co-ordination, support & evaluation of the Council's Best Value programme	Local Govt Act 2000 & Central Govt's 'Modernising Local Government Agenda'	No	1, 2	None	None	2004/05

Appendix 1d

Director ate Responsible	Division	Functions & policies			Relevance to general duty	Degree of relevance to particular functions/policies		Prioritisation
		Existing/proposed functions	Existing/proposed policies related to function	Carried out by external contractor?	Part of general duty which is related to function/policy* (see note below)	Amount of evidence/reason to believe that different racial groups are/could be adversely affected	Levels of public concern that functions/policies are operated in a discriminatory manner	Level of priority for 3 year plan
PF	PF-LCD	Advisory Team	Education Development Plan	No	2,3	Some	A little	2002/03
PF	PF-LCD	Ethnic Minority Achievement & Traveller Service	Education Development Plan	No	1, 2, 3	Some	A little	2002/03
PF	PF-LCD	Access & Development Service	Education Development Plan Behaviour Support Plan	No	2, 3	Some	A little	2002/03
PF	PF-LCD	Schools' Race Equality Policies	Advice & guidance based on Commission for Racial Equality documents	No	1, 2, 3	Some	A little	2002/03
PF	PF-CC	Services for Older People	NSF for Older People	Yes/No	1, 2	A little	A little	2002/03
PF	PF-CS	Children in Need	MAP4; Children's Strategic Plan	No	1, 2	A little	None	2002/03
PF	PF-CS	Children Looked After	Map 4; children's Strategic Plan	No	1, 2	None	None	2003/04
PF	PF-CS	Youth Service	Youth Strategy	No	1, 2, 3	A little	None	2003/04
PF	PF-LCD	Lifelong Learning	Adult Learning Plan	Yes	2	A little	None	2003/04
PF	PF-LCD	Governor Support		No	1, 2, 3	A little	None	2003/04
PF	PF-LCD	Learning Disability Services	Valuing People Strategy	Yes/No	1, 2	A little	A little	2003/04
PF	PF-LCD	Work Experience (With Brent)	Consortium's Policies	No	2	A little	None	2003/04
PF	PF-LCD	Teachers' Centre	Teachers' Centre Policies	No	2, 3	None	None	2004/05
PF	PF-LCD	Library Service	Library Position Statement; Service Level Agreement	No	2, 3	None	None	2004/05
PF	PF-CS	Children's Services (Education)	SEN Strategy; Attendance & Exclusions Policies	No	1, 2	A little	None	2004/05

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PF	PF-CS	Early Years & Childcare	Early Years Development & Childcare Strategy	Yes/No	1, 2, 3	None	None	2004/05
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People First Directorate Summary

Assessing functions or policies for their relevance to general duty

Appendix 1d continued

Director ate Responsible	Division	Functions & policies			Relevance to general duty	Degree of relevance to particular functions/policies		Prioritisation
		Existing/proposed functions	Existing/proposed policies related to function	Carried out by external contractor?	Part of general duty which is related to function/policy* (see note below)	Amount of evidence/reason to believe that different racial groups are/could be adversely affected	Levels of public concern that functions/policies are operated in a discriminatory manner	Level of priority for 3 year plan
PF	PF-LCD	Arts Services	Cultural Strategy	Yes/No	2, 3	A little	A little	2004/05
PF	PF-CS	Children with Disabilities	MAP4, Children's Strategic Plan	No	1, 2	None	None	2004/05
PF	PF-CC	Physical Disability & Sensory Impairment	Community Care Business Plan	Yes/No	1, 2	None	None	2004/05
PF	PF-LCD	Asylum Seekers	Community Care Business Plan	No	1, 2, 3	None	None	2004/05
PF	PF-CC	Mental Health Services	NSF for Mental Health	Yes/No	1, 2	None	None	2004/05

Appendix 1e

Director ate Responsible	Division	Functions & policies			Relevance to general duty	Degree of relevance to particular functions/policies		Prioritisation
		Existing/proposed functions	Existing/proposed policies related to function	Carried out by external contractor?		Amount of evidence/reason to believe that different racial groups are/could be adversely affected	Levels of public concern that functions/policies are operated in a discriminatory manner	
UL	UL - AD	Co-ordination & performance management of crime & disorder reduction strategy	Crime Reduction Strategy	No	1, 2, 3	Some	Some	2002/03
UL	UL - PSD	CCTV	Crime & Disorder Strategy; CCTV guidance note & national guidance	No	1, 2, 3	Some	None	2002/03
UL	UL - SD	Provision of a burial service	Committee reports, bylaws, legislation	Part	1, 2, 3	A lot	Some	2002/03
UL	UL - HOUSING	Housing and leasehold management	Housing Strategy; Racial Harassment Policy	No	1, 2, 3	A lot	A little	2002/03
UL	UL -PSD	Homelessness and Applications – Housing Register	Housing Strategy; Homelessness Strategy	Yes & No	1, 2, 3	A lot	Some	2002/03
UL	UL -PSD	Allocations	Housing Strategy; LOCATA (Choice based lettings)	Yes & No	1, 2, 3	A lot	Some	2002/03
UL	UL - AD	Mainstreaming of Crime & Disorder implications across service areas	Crime & Disorder Act s17 & Best Value Review	No	1, 2, 3	None	None	2003/04
UL	UL -SD	Promotion of sport & leisure activities	Cultural Strategy	Yes/No	2, 3	A little	A little	2003/04
UL	UL - SD	Managing parks & countryside areas & allotments	U.D.P.; bylaws	Part	1, 2, 3	A little	None	2003/04
UL	UL - SD	To provide the proper management & stewardship of all Council resources & Services Plan	Corporate Priority No 19	No	2	A little	None	2003/04

Appendix 1e continued

Director ate Responsible	Division	Functions & policies			Relevance to general duty	Degree of relevance to particular functions/policies		Prioritisation
		Existing/proposed functions	Existing/proposed policies related to function	Carried out by external contractor?		Amount of evidence/reason to believe that different racial groups are/could be adversely affected	Levels of public concern that functions/policies are operated in a discriminatory manner	
UL	UL - AD	Parking enforcement operations	Service Spec.	No	2	A little	None	2003/04
UL	UL - AD	Catering staff		No	2, 3	None	None	2003/04
UL	UL -AD	Private sector housing enforcement	Private Sector Housing Renewal Strategy / Enforcement Policy/Service Plan/ Housing Strategy/	No	1, 2, 3	A lot	A little	2003/04
UL	UL -PSD	Private Sector Housing Renewal	Housing Strategy/ Private Sector Housing Renewal Strategy / Empty Property Strategy / Private Sector Housing Renewal Grant Policy / Service Plans / Supporting People Strategy	No	1, 2, 3	A lot	Some	2003/04
UL	UL -AD	Trading Standards	Framework agreement for food law Enforcement / Enforcement Policy / Service Plan	Yes	1, 2, 3	A lot	A little	2003/04
UL	UL-PSD	Temporary Accommodation	Housing Strategy; Homelessness Strategy	Yes & No	1,2,3	Some	Some	2003/04

Appendix 1e continued

Urban Living Directorate
Assessing functions or policies for their relevance to

Director ate Responsible	Division	Functions & policies			Relevance to general duty	Degree of relevance to particular functions/policies		Prioritisation
		Existing/proposed functions	Existing/proposed policies related to function	Carried out by external contractor?		Amount of evidence/reason to believe that different racial groups are/could be adversely affected	Levels of public concern that functions/policies are operated in a discriminatory manner	
UL	UL – AD	Community Safety						2004/05
UL	UL- AD	Public Realm & Waste Management						2004/05
UL	UL- AD	Support Services						2004/05
UL	UL-PSD	Transport & Engineering						2004/05
UL	UL - PSD & UL- SD	Planning – U.D.P. and research	Unitary Development Plan & Best Value Improvement Plan	No	1, 2, 3	A little	None	2004/05
UL	UL_PSD	Housing – Enabling	Housing Strategy / BME RSL Strategy	Yes & No	1,2,3	A little	None	2004/05
UL	UL- AD	Food safety, Health, Safety & licensing	Framework agreement for food law Enforcement/ Enforcement Policy/Service Plan Enforcement Policy /Services Plan	No	1,2,3	A little	A little	2004/05
UL	UL-PSD	Asset Management						2004/05
UL	UL-SD	Strategy						2004/05

Appendix 2

Summary Action Plan and Timetable

Action	Target	Who is responsible	Progress
Year 1: May 2002 – April 2003			
Initial listing and assessment of functions/policies for relevance to general duty	May 02	HOSE	Assessment completed
Consultation on the Race Equality Scheme	May 02	CPO	Meeting planned for April 02 postponed by HCRE. Further dates to be arranged.
Report on the Race Equality Scheme to Cabinet	June 02	CPO	25 June 2003
Publication of Race Equality Scheme in Harrow People, on Council web site, Intranet and in Harrow Update	July 02	CPO/CPRO	Completed
Dissemination of Scheme to Harrow Partnership and Community Organisations	July 02	Partnership Unit/ER Section	Completed
Development of detailed Race Equality Action Plan as part of generic equality plan	March 03	HOSE	Corporate Equality Plan being developed
Review of systems and procedures in relation to ethnic monitoring	March 03	HOSE	On going review and updating of monitoring systems
Development of a training plan for Council employers	September 02	CPO	Training plan reviewed
Training of Council members and senior staff with responsibility for RES	September 02	CPO	Completed
Equality impact assessments of policies	Ongoing	Directors/HOS	Ongoing
Publication of the results of equality impact assessments. Including consultation and any resultant action	Ongoing	Directors/HOS	Ongoing
Publication of employment monitoring information	June 03	CPO	Included as part of Annual Equality Monitoring report submitted to ECF on 8 July 2003
Annual report on progress to date in achieving RES targets	June 03	CE	RES Year 1 report to Cabinet submitted on 15 July 2003
Publication of Annual report on Council's web site	June 03	CPRO	Completed

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Year 2: May 2003 – April 2004			
Report on Council's performance against BV and local Equality Performance Indicators including Generic Equality Standards	June 03	Exec Dir OD	Included as part of Annual Equality Monitoring report submitted to ECF on 8 July 2003
Equality impact assessments on policies	Ongoing	Directors	Ongoing
Publication of the results of equality impact assessments including consultation and any relevant action	Ongoing	Directors	Ongoing
Development of systems and procedures in relation to ethnic monitoring	Ongoing	Directors	Ongoing
Training of Council staff to include promotion of racial equality and to address under-representation of black and ethnic minority staff in all areas of the workforce	Ongoing	Exec Dir OD	To be included in training plan
Consultation with HCRE, Trade Unions and Black Workers Groups and Community organisations on Race Equality Scheme Year 2	February to June 04	CEG	Completed
Publication of employment monitoring information	June 04	Exec Dir OD	To be included in Annual Equality Monitoring Report to be submitted to ECF on 6 July 04
Annual report on progress on implementing the Race Equality Scheme Year 2 to Cabinet	June 04	CE	Report to Cabinet on 29 th July 04
Publication of Annual report on the Council's web site	August 04	CPRO	Completed
Year 3: May 2004 – April 2005			
Report on progress of Council's performance against BV and local equality performance indicators including generic equality standards	June 04	Exec Dir OD	Included as part of Annual Equality Monitoring report to be submitted to ECF
Equality impact assessments of policies	Ongoing	Directors	Ongoing
Publication of the results of equality impact assessments including consultation and any relevant action	Ongoing	Directors	Ongoing
Training of Council staff to include promotion of racial equality and address black and ethnic minority under-representation in the workforce	Ongoing	Exec Dir OD	Included in Service Plan "Strategy for People"
Publication of employment monitoring information	June 05	Exec Dir OD	Contained in Annual Equality Monitoring Report to be submitted to ECF in Autumn 2005. Draft report currently in public domain under consultation with partners and stakeholders.

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Comprehensive review of RES including consultation with employees, HCRE, Community organisations, Trade Unions, Harrow Partnership and other stakeholders	March 05	CEG	Consultation to be completed by September 2005
Submission of comprehensive review of Harrow's RES to CRE	April 05	CE	Following completion of consultation September 2005
Comprehensive review of RES reported to Cabinet	April 05	CE	To be reported October 2005
Annual report on progress on implementing the Race Equality Scheme Year 3 to Cabinet	June 04	CE	Report to Cabinet 28 th July 2005
Publication of comprehensive Review of RES on Council's web site, Harrow People, Intranet and Harrow Update	June 05	CPRO	October 2005

Appendix 3

Employment Action Plan

Employment Data	Current Monitoring		Proposed Monitoring in Years 1, 2, & 3
	Corporate	Departmental	
Staff in Post	Yes	Yes	Annually
Staff in Post full-time and part-time	Yes	Yes	Annually
Applicants for jobs	Yes	Yes	Quarterly/Annually
Applicants for jobs distinguish between external and internal candidates	No	No	Year 1
Success ratio	Yes	Yes	Quarter/Annually
Applicants for promotion	No	No	Year 2
Applicants for training	No	No	Year 2
Employees who receive formal corporate internal training, professional qualification training	Yes	Yes	Annually
Employees who receive professional qualification training	No	No	Year 2
Acting Ups	No	No	Year 2
Secondments	No	No	Year 2
Work shadowing	No	No	Year 2
Mentoring	No	No	Year 2
Performance assessment	No	No	Performance assessment scheme in its first year
Grievances	Yes	Yes	Annually
Types of grievance	No	No	Year 1
Disciplinary investigations	Yes	Yes	Annually
Disciplinary hearings	Yes	Yes	Annually
Disciplinary outcomes	Yes	Yes	Annually

Appendix 3 continued

Employment Action Plan

Employment Data	Current Monitoring		Proposed Monitoring in Years 1, 2, & 3
	Corporate	Departmental	
Harassment complaints	Yes	Yes	Annually
Types of harassment complaints	No	No	Year 1
Length of time it takes to hear complaints	No	No	Year 1
Severity of sanctions	No	No	Year 1
Voluntary employees who leave the Council's employment	Yes	No	Quarterly/Annually Year 1
All leavers and reasons	No	No	Year 1
Dismissals	Yes	Yes	Annually
Redundancy	Yes	Yes	Annually
Early retirements	Yes	Yes	Annually
Reasons for leaving	No	No	Year 1
Analyse the information obtained from exit interviews	No	No	Year 2