

CORPORATE EQUALITIES OBJECTIVES

Action Plan



A Proud, Fair & Cohesive Harrow, a Great Place to Live, Work & Visit

CORPORATE EQUALITY OBJECTIVES ACTION PLAN 2016/17

Objective: An inclusive workforce that feels valued, respected and reflects our community				
Priority (needs identified) Reasons	Actions What specific actions that are needed to deliver each priority?	Anticipated Outcomes	Strategic Lead (SL) Operational Lead (OL) Accountability (A)	How will this be measured
<p>Improve on our position in Stonewalls Workplace Index, targeting a place in the top 200</p> <p>Reason – 80.34% of staff did not answer the question around sexual orientation when this was introduced in the staff diversity monitoring in 2012. The latest (2014/15) report highlights this still stands at 77.23%.</p> <p>Staff Survey - 20% of gay men and 38% of lesbians strongly disagreed/disagreed with the statement that <u><i>Harrow demonstrates through its actions that it is committed to being an equal opportunities employer.</i></u></p> <p>38% of lesbian staff also strongly disagreed/disagreed with the statement <u><i>I am treated with fairness and respect at</i></u></p>	See Action Plan	<p>Achieve a place in the top 200 of the Workplace Equality Index</p> <p>A more inclusive workplace for LGBT staff and members</p> <p>Staff feel valued, respected and comfortable to be themselves at work</p>	<p>Corporate Equalities Group (A)</p> <p>Policy Officer - Equality & Diversity (SL)</p> <p>Directorate Equality Task Groups (OL)</p>	<p>Regular progress reports to CEG</p> <p>Incorporate progress against this in the Annual Equalities Progress Report to the Performance and Finance Committee</p> <p>KPI - Achieving a top 200 place in the workplace index in 2016</p>

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<p><u>Harrow</u></p> <p><i>45 % lesbian and 40% gay men strongly disagreed/disagreed with the statement <u>Systems for reward and recognition in Harrow are fair and transparent</u></i></p>				
<p>Achieve a more comprehensive profile of the workforce by improving the reporting and recording of protected characteristics, particularly disability.</p> <p>Reason – a significant % of staff have not provided any social identity information, especially on disability and sexual orientation.</p>	<p>Encourage staff to update social identity data profiles as part of campaign to promote changes in SAP ESS data recording.</p> <p>Utilise values and culture change programme to make clear statements around how diversity is integrated into the values, e.g. Do it together is about respect, valuing each other etc.</p>	<p>A comprehensive profile of the workforce with an increase % of staff providing social identity information (especially against sexual orientation, and religion and belief)</p>	<p>Corporate Equalities Group (A)</p> <p>HR & OD (SL & OL)</p> <p>Supported by DETGs</p>	<p>Quarterly reports to Improvement Boards and the CEG</p> <p>KPI - % of staff providing social identity information</p>
<p>Improve the proportion of BAME and disabled staff at senior pay bands</p> <p>Reason - Across the Council, the proportion of BAME employees is greatest in the lower pay bands and reduces at higher pay bands. When the snapshot of the workforce was taken on 31 March 2015, there were no</p>	<p>Embed the delivery of diversity outcomes at senior level with clarity about who is responsible for driving this agenda.</p> <p>Build a critical mass of senior role models from under-represented groups</p>	<p>An increased percentage of BAME and disabled staff at senior pay bands</p>	<p>Corporate Equalities Group (A)</p> <p>HR & OD (SL & OL)</p> <p>Supported by</p>	<p>Quarterly reports to Improvement Boards and the CEG</p> <p>KPI - Proportion of Black, Asian & Minority Ethnic (BAME) employees</p> <p>KPI - Proportion of disabled employees</p>

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<p>employees who had declared their ethnicity as BAME at pay band 6 (Director level and above).</p> <p>The representation of employees who have declared a disability remains low at all levels of the organisation.</p>	<p>Continue to promote leadership development to improve opportunities for BAME and other under-represented staff groups. Consider targeted development to increase the 'talent pipeline' from under-represented groups.</p> <p>Monitor application of the performance appraisal scheme to ensure there is no indication of bias.</p>		<p>DETGs</p>	<p>KPI - % of top 5% of earners who are BAME</p> <p>KPI - % top 5% of earners who are disabled</p>
<p>Improve the recruitment, support and retention of young people</p> <p>Reason - The proportion of Harrow Council employees aged less than 25 years remains low at 3.83%, and employees leaving the Council aged under 25 years, is higher than their representation in the workforce.</p>	<p>To increase the employment opportunities which are attractive to young people including apprenticeships, paid internships and other routes into employment.</p>		<p>Corporate Equalities Group (A)</p> <p>Economic Development HR & OD</p> <p>(SL & OL)</p> <p>Supported by DETGs</p>	<p>Quarterly reports to Improvement Boards and the CEG</p> <p>KPI - Proportion of Harrow Council employees aged less than 25</p>
<p>Objective: An improved understanding of our communities to ensure services are fair, equitable and accessible to all</p>				
<p>Priority (needs identified)</p> <p>Reasons</p>	<p>Actions</p> <p>What specific actions that</p>	<p>Anticipated Outcomes</p>	<p>Strategic Lead (SL)</p>	<p>How will this be measured</p>

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	are needed to deliver each priority?		Operational Lead (OL) Accountability (A)	
<p>Review and strengthen monitoring systems across the council to ensure a consistent approach to collating and analysing diversity data to inform policy and service development</p> <p>Reason – The equalities data published in our Annual Equalities Progress Report for 2014/15 highlighted that data against some of the protected characteristics is not collated. There are also cases where the data available is not fully analysed.</p> <p>There has been feedback from frontline staff that they sometimes feel uncomfortable in requesting such information from service users.</p>	<ul style="list-style-type: none"> Review and update all our data collation systems to collate data on all nine Protected Characteristics Update all complaints reporting procedures to capture diversity monitoring information on all nine Protected Characteristics Incorporate diversity monitoring into My Harrow Account Deliver ‘What’s it got to do with you’ workshops to all frontline staff Standardise data collection requirements for out-sourced services in all new/ renewed contracts, SLAs and specifications. 	<ul style="list-style-type: none"> Services are collating data on all nine Protected Characteristics Complaints are monitored and analysed against the nine Protected Characteristics to identify any trends We have a comprehensive set of diversity data from My Harrow Account users Frontline staff are confident in asking for and recording diversity monitoring data from service users Transparent, up-to date diversity data on community profiles and service users is easily accessible to the council for decision making and service development 	<p>Directorate Equality Task Groups (OL)</p> <p>Supported by the Intelligence Network & Procurement</p>	<p>Quality Assurance of EqlAs highlights that services are collecting data against all protected characteristics and analysing it in appropriate ways.</p> <p>Regular updates to the CEG</p> <p>Procurement Gateway</p>
Continue to pursue the aspirations	<p>The Charter pledges are:</p> <ul style="list-style-type: none"> Improve access for Deaf 	The Council’s approach to the Charter is to recognise that there is no single	Corporate	Six monthly audits of progress made against the

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<p>contained in the BSL Charter</p> <p>Reason – The BSL charter was adopted by the Council and endorsed by the CEG with a view to improve access to our services.</p> <p>The feedback around access to services was also a major outcome from the workshops undertaken to review the equality objectives and priorities.</p>	<p>people to local services and information;</p> <ul style="list-style-type: none"> Promote learning and high quality teaching of British Sign Language; (<i>Give all deaf children the option of a bilingual education (BSL/English)</i>) Give all deaf children the option of a bilingual education (BSL/English); Ensure key staff working with Deaf people meet minimum standards of BSL skills; and Consult with our local Deaf community on a regular basis 	<p>action or programme of actions that can fulfil the aspirations set out in the Charter. This will always remain a work in progress as there will always be new opportunities to develop service offers to make the Council more accessible.</p>	<p>Equalities Group (A)</p> <p>Directorate Equality Task Groups (OL)</p> <p>DETGs to identify opportunities to advance the aspirations contained in the charter and implement actions accordingly.</p>	<p>pledges across the Council and the outcome of these audits will be reported to CEG</p> <p>Incorporate progress against this in the Annual Equalities Progress Report to the Performance and Finance Committee</p>
<p>DisabledGo – increase the number of people who use the Access Guide</p> <p>Reason – feedback from the workshops was more can be done to publicise the Access Guide to increase the usage. Our hit rate over the last 2-3 years has increased but it can be improved.</p>	<ul style="list-style-type: none"> Undertake a publicity campaign to promote the Access Guide (Publicise the Access Guide in Harrow People and service newsletters) Window Stickers 	<p>Increase the number of hits on the site</p>	<p>Corporate Equalities Group (A)</p> <p>Policy Officer - Equality & Diversity (SL)</p> <p>Directorate Equality Task Groups (OL)</p>	<p>A quarterly update on the number of hits to the CEG</p> <p>KPI - Number of hits on the DisabledGo site</p>
<p>Objective: Promote and Celebrate the Diversity of our Borough and Foster Community Cohesion</p>				

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Priority (needs identified) Reasons	Actions What specific actions that are needed to deliver each priority?	Anticipated Outcomes	Strategic Lead (SL) Operational Lead (OL) Accountability (A)	How will this be measured
Undertake a feasibility study to establish a borough wide Diversity Network	<ul style="list-style-type: none"> • Arrange a workshop with all key partners, stakeholders and the VCS to identify the need of such a network • Produce and present a report to the CEG with key findings and recommendations 	A Borough wide Diversity Network consisting of key organisations who can share best practice, skills and experience to pro-actively promote diversity and community cohesion within the borough.	Policy Officer - Equality & Diversity (SL & OL) Supported by MADG & Harrow Equalities Centre	A report to the CEG with recommendations by September 2016.
Organise, deliver and celebrate key diversity events within the borough Reason – as well as being one of the top priorities identified at the workshops, we would like to improve on the % of residents who agree that people from different backgrounds get on well together in their area.	<ul style="list-style-type: none"> • Agree an annual diversity calendar of events • Work in partnership with partners, stakeholders and the VCS to organise, deliver and celebrate the events 	A number of key diversity events delivered in partnership with partners and the VCS, which are well attended with great feedback.	MADG (OL) supported by the Policy Officer – Equality & Diversity and Harrow Equalities Centre	Regular progress updates to the CEG KPI - % of residents who agree that people from different backgrounds get on well together in their area.

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Engagement – Deliver the engagement element of the Prevent action plan	See Prevent Action Plan	See Prevent Action Plan	Community Cohesion Officer	KPI - % of residents who agree that people from different backgrounds get on well together in their area.
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