CORPORATE EQUALITIES OBJECTIVES

Action Plan

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CORPORATE EQUALITY OBJECTIVES ACTION PLAN 2016/17

Objective: An inclusive workforce that feels valued, respected and reflects our community				
Priority (needs identified) Reasons	Anticipated Outcomes	Actions What specific actions that are needed to deliver each priority?	Accountability of this action plan will sit with the Corporate Equalities Group Strategic Lead (SL) Operational Lead (OL)	How will this be measured
Improve on our position in Stonewalls Workplace Index, targeting a place in the top 200 **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%. **Staff Survey** - 20% of gay men and 38% of lesbians strongly disagreed/disagreed with the statement that _Harrow demonstrates through its actions that it is_	Achieve a place in the top 200 of the Workplace Equality Index A more inclusive workplace for LGBT staff and members Staff feel valued, respected and comfortable to be themselves at work	See Action Plan	Policy Officer - Equality & Diversity & Staff MADG (SL) Directorate Equality Task Groups (DETGs) (OL) – responsible for monitoring and ensuring	Regular progress reports to CEG Incorporate progress against this in the Annual Equalities Progress Report to the Performance and Finance Committee KPI - Achieving a top 200 place in the workplace index in 2016

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committed to being an equal opportunities employer. 38% of lesbian staff also strongly disagreed/disagreed with the statement *I am treated with fairness and respect at Harrow* *45 % lesbian and 40% gay men strongly disagreed/disagreed with the statement Systems for reward and recognition in Harrow are fair and transparent*			implementation of actions within their Directorates	
Achieve a more comprehensive profile of the workforce by improving the reporting and recording of protected characteristics, particularly disability. **Reason** – a significant % of staff have not provided any social identity information, especially on disability and sexual orientation.	A comprehensive profile of the workforce with an increase % of staff providing social identify information (especially against sexual orientation, and religion and belief)	Encourage staff to update social identity data profiles as part of campaign to promote changes in SAP ESS data recording.	HRD / Comms to undertake the campaign (SL) DETGs to support the campaign and encourage staff to update social identity information (OL)	Quarterly reports to Improvement Boards and the CEG KPI - % of staff providing social identify information Corporate Equalities Group (A) HR & OD (SL & OL) Supported by DETGs

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		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.	HRD / Comms to undertake the campaign (SL) DETGs (OL) to proactively promote this message within their Directorates	
Improve the proportion of BAME and disabled staff at senior pay bands **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 employees who had declared their ethnicity as BAME at pay band 6 (Director level and above). The representation of employees who have declared a disability remains low at all levels of the organisation.	An increased percentage of BAME and disabled staff at senior pay bands	Embed the delivery of diversity outcomes at senior level with clarity about who is responsible for driving this agenda. Build a critical mass of senior role models from under-represented groups 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. Monitor application of the performance appraisal	HR & OD (SL & OL) Supported by DETGs	Quarterly reports to Improvement Boards and the CEG KPI - Proportion of Black, Asian & Minority Ethnic (BAME) employees KPI - Proportion of disabled employees KPI - % of top 5% of earners who are BAME KPI - % top 5% of earners who are disabled

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		scheme to ensure there is no indication of bias.		
Improve the recruitment, support and retention of young people **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.	To increase the employment opportunities which are attractive to young people including apprenticeships, paid internships and other routes into employment.	• Review of R&S Policy to include advertising and promotion of vacancies to encourage young applicants and eliminating potential barriers to their recruitment. • Deliver X16 Employment project to improve the employability of young people (NEET). Work with one stop shop and schools to promote apprenticeships (including local authority), market apprenticeships to Corporate Directors, Divisional Directors, heads of Service and Service managers.	HRD Economic Development & HRD (SL & OL)	Quarterly reports to Improvement Boards and the CEG KPI - Proportion of Harrow Council employees aged less than 25

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All staff to complete the mandatory Equality Matters training every two years to ensure they are up to date with the latest legislation, Council's policies and best practice.	All staff are up to date with the mandatory Equality Matters training	• All staff to complete the mandatory Equality Matters training every two years	HRD to produce monthly reports for DETGs DETGs to encourage staff to complete the training	KPI - % of new starters who completed the mandatory Equality Matters training (either face to face or E-Learning Module) within the first 8 weeks of their employment KPI - % of existing staff (as at April '16) who are up to date with Equality Matters refresher training (either face to face or E-Learning Module)

Objective: An improved understanding of our communities to ensure services are fair, equitable and accessible to all and reduce inequality

Priority (needs identified) Reasons	Anticipated Outcomes	Actions What specific actions that are needed to deliver each priority?		How will this be measured
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 **Reason** – The equalities data published	• Services are collating data on all nine Protected Characteristics • Complaints are monitored and analysed against the nine	Review and update all our data collation systems to collate data on all nine Protected Characteristics	DETGs (SL & OL) – Identify and update all systems	Quality Assurance of EqIAs highlights that services are collecting data against all protected characteristics and analysing it in appropriate

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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. There has been feedback from frontline staff that they sometimes feel uncomfortable in requesting such information from service users.	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	Update all complaints reporting procedures to capture diversity monitoring information on all nine Protected Characteristics	Corporate Complaints (OL) Resources DETG to monitor this.	ways. Regular updates to the CEG Procurement Gateway
		Incorporate diversity monitoring into My Harrow Account	Ben Jones (OL) Resources DETG to monitor this.	
		Deliver 'What's it got to do with you' workshops to all frontline staff	Policy Officer to deliver workshops (OL) DETGs to identify frontline staff	
		Standardise data collection requirements for out-sourced services in all new/ renewed contracts, SLAs and specifications.	Procurement (OL) DETGs to monitor this within Directorates	
Continue to pursue the aspirations contained in the BSL Charter **Reason** – The BSL charter was adopted by the Council and endorsed by the CEG with a view to improve access to our services.	The Charter pledges are: • Improve access for Deaf people to local services and information; • Promote learning and high quality teaching of British Sign Language;	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. DETGs to identify at least	DETGs (OL)	Six monthly audits of progress made against the pledges across the Council and the outcome of these audits will be reported to CEG

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The feedback around access to services was also a major outcome from the workshops undertaken to review the equality objectives and priorities.	(*Give all deaf children the option of a bilingual education (BSL/English)*) • 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	one opportunity to advance the aspirations against each of the five pledges this year		Incorporate progress against this in the Annual Equalities Progress Report to the Performance and Finance Committee
DisabledGo – increase the number of people who use the Access Guide **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.	• Increase the number of hits on the site	Undertake a publicity campaign to promote the Access Guide (Publicise the Access Guide in Harrow People and service newsletters, Window Stickers)	Comms team to undertake the campaign DETGs to support the campaign and include articles in service newsletters	A quarterly update on the number of hits to the CEG KPI - Number of hits on the DisabledGo site
Attainment – Closing the gap Narrowing the Gap for underachieving pupil groups remains a Local Authority and school priority. Despite significant work by schools, this decrease is disappointing	The gap in attainment by ethnicity groups has been reduced	Individual schools where the achievement gap is wide continue to be a focus. Work to support schools will be commissioned by the Local Authority and will be delivered by the Harrow	Peoples Directorate	KPIs – Attainment KPI's (See People Scorecard)

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		School Improvement Partnership (HSIP).		
Adult Learning Development, delivery and evaluation of community learning programmes to support recovery from mental health problems	The Active Minds project delivered with Mind in Harrow has been a national pilot with 260 participants with mild to moderate mental health scores. Outcomes have included an improvement in a sense of wellbeing, progression to volunteering and starting of self-help groups	An extension of funding to develop research on impact of adult learning on mild to moderate mental health issues is being sought	Peoples Directorate	KPI - % of adults in contact with secondary mental health services in paid employment
Adult Social Care - , Given the changes taking place, ensure these do not adversely impact on Adult Social Care Services	Maintain the quality of service provision for Adult Social Care	Ensure EqIAs are undertaken to assess impact on service provision	People Directorate	KPI – equality of service provision (Adult Social Care)

Objective: Promote and Celebrate the Diversity of our Borough and Foster Community Cohesion				
Priority (needs identified) Reasons	Anticipated Outcomes	Actions What specific actions that are needed to deliver each priority?	Strategic Lead (SL) Operational Lead (OL) Accountability (A)	How will this be measured
Undertake a feasibility study to establish a borough wide Diversity Network	• Arrange a workshop with all key partners, stakeholders and the	A Borough wide Diversity Network consisting of key organisations who can	Policy Officer - Equality &	A report to the CEG with recommendations by September 2016.

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	VCS to identify the need of such a network • Produce and present a report to the CEG with key findings and recommendations	share best practice, skills and experience to pro-actively promote diversity and community cohesion within the borough.	Diversity (SL & OL) Supported by MADG & Harrow Equalities Centre	
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.	• 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 DETGs to support the events by attending and encouraging staff to attend	Regular progress updates to the CEG KPI - % of residents who agree that people from different backgrounds get on well together in their area.
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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