

Race Equality in Harrow Council

An Action Plan for change

October 2021

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1. Foreword

Last year, following the brutal murder of George Floyd, I set out my vision to develop a strategic approach around equality, diversity, and inclusion. This centred around three corporate equality objectives; to address inequality in life outcomes; reviewing how we deliver our services and taking action as an employer to create a diverse workforce.

We recognise that we had an ambitious task ahead of us, but as an organisation, we knew that our success depended on the people who work here. The diversity of Harrow has meant that what has taken place in the global arena around the Black Lives Matter movement has led to a relentless drive to address issues of deep-rooted inequality that have been faced by our Black, Asian and Multi-ethnic staff. It is for this reason that we made the decision to adopt a phased approach, by understanding the needs of all staff as individuals, rather than homogenous groups, to build a workplace that is both inclusive and equitable. Our aim is to ensure that Harrow is a place where staff feel safe and can bring their whole selves to work.

Over the past twelve months, the Council has embarked on a radical journey of organisational change; to move towards racial equity, cultural competency and to rebuild trust between the council and its staff. I am therefore pleased to launch our first ever race equality Action Plan, *Race Equality in Harrow Council*. This report presents our findings on the work that we have undertaken over the past year, including our response to the Independent Race Review conducted by Professor Patrick Vernon and FW Business published earlier this year.

The work that has been undertaken is underpinned by evidence and insight from a wide range of sources, which has included working with our Black, Asian and Multi-ethnic staff who took the brave step of sharing their stories despite the many personal challenges they face. I would like to thank all staff for taking part in this process and in particular the leadership team of the Black Lives Matter Staff Group for acting as critical friends during this process, by providing challenge and insight throughout. This has led to a strategic approach that is built on collaboration, understanding and mutual trust.

Our work on race equality acts as a blueprint for our future work on equality, diversity and inclusion more broadly, which aims to create a workforce that not only invites diverse talent through a range of skills and experiences, but also builds a workforce that truly represents the community that it serves through the people that we recruit and nurture.

I would like to take this opportunity to thank Professor Patrick Vernon and Karl Murray for creating a safe space for our staff to share their experiences and for their unwavering support of the leadership team to develop an approach on race equality with objectivity and sensitivity.

Our approach puts us at the forefront of race equality in local government and though I am proud to have been part of this journey of change, I am also acutely aware that leading on equality, diversity and inclusion should not merely be expected from one person or team. This is why, together with the Corporate Strategic Board, I am making

a clear commitment to ensuring that our new approach is sustainable and long lasting, and one that puts equality, diversity and inclusion at the heart of everything that we do.

Sean Harriss
Chief Executive

Statement by the Leader of the Council

I am very pleased to present the Race Equality in Harrow Council Action Plan, which sets out our commitment towards leading long term, positive change to eliminate racial discrimination and promote race equality in the workplace. This pioneering work paves the way in making Harrow a fair, inclusive and safe place for all those who work and live here. Our staff are critical to ensuring that the services we deliver are accessible and equitable for all our residents and service users. Therefore, our work around equality, diversity and inclusion begins with addressing some of the challenges staff face within the workplace and equipping them with the tools they need to deliver services in a culturally sensitive way.

I take great pride in knowing that the approach taken by Harrow on tackling racial inequality is both evidence-led and reflective. Although our workforce is highly diverse, there remains a distinct lack of representation across all levels of the organisation. This plan connects the recommendations from the Independent Race Review, undertaken by Professor Patrick Vernon to new objectives that will help us create a fully inclusive organisation. This plan sets out bold targets, which has already involved significant investment into this agenda, and going forward this will also require a commitment from all staff to make sure we achieve what we have set out to do.

In taking this work forward, I would like to make a personal pledge to ensuring that all staff feel supported and empowered to make a full contribution in the workplace. However, this work cannot happen by one individual alone, and I look to all colleagues to help lead change in making sure that equality and diversity is at the centre of all our work and decision making across the council.

Councillor Graham Henson
Leader of the Council

Statement by the Portfolio Holder for Equality and Public Health

As the Portfolio Holder for Equality, Diversity and Inclusion and Public Health, I would like to welcome you to the Race Equality in Harrow Council Action Plan. Over the past year we have been working on an approach to tackling race equality that is rooted in understanding the needs of our staff in open and transparent way. We have worked with all parts of the organisation to recognise the multiple barriers that have been faced by Black, Asian and Multi-ethnic staff. This has led to a greater awareness of the key issues as well as collaborating with staff around how we can address some of the challenges they experience in the workplace.

I would like to thank my fellow colleagues from the Cross-Party Members Working Group on Black Lives Matter and Equality Diversity and Inclusion, which has provided

an opportunity for cross-party collaboration on this important agenda and has been an invaluable space for scrutiny and consultation throughout the process.

Working on issues such as race equality is not easy, and I recognise the complexities around creating an environment that enables staff to talk freely and openly about their experiences. I would therefore like to take this opportunity to thank all officers who have played an integral part of this process, having not only created a forum that is built on trust, but also upholding anonymity and confidentiality at all times.

I am confident that this plan provides the vision and framework for taking forward our work on race equality in a systematic way. I hope that all staff will take the time to reflect on their own personal journey on the race agenda and how they can show both allyship and solidarity with our Black, Asian and Multi-ethnic colleagues.

Councillor Krishna Suresh
Portfolio Holder for Equality and Public Health

2. Executive Summary

There has never been more urgency around addressing inequality, globally. In Harrow, our ambition is to make sure that our workforce is representative of the community we serve at all levels of the organisation. Our work around equality, diversity and inclusion is aimed at ensuring the needs of all staff are met, irrespective of their background. However, we know that each staff member will have their own unique experience of the workplace, based on who they are, and we recognise the importance of understanding the differences between identities as well as the role of intersectionality within this agenda.

Our strategic approach on equality, diversity and inclusion is rooted in the need to understand the issues of all staff in their own specific way, and in doing so, our work on this agenda begins with the pressing issue of the day; addressing racial inequality in the workplace. While this report focuses primarily on race and ethnicity, the strategic approach that we have taken acts as a framework that will underpin the council's forthcoming *Equality, Diversity and Inclusion Strategy*, which will be produced early next year.

This report sets out the council's strategic vision around race equality, launching a series of new corporate objectives for the organisation, which will ensure our policies and practices are fair and equitable for all staff in order to promote a workforce that is inclusive and accessible for everyone. Over the past year, we have examined our role as an employer, actively engaging with staff to understand their experiences and the challenges they face and looked closely at our workforce data to examine gaps, bottlenecks and glass ceilings in the organisations. This evidence has given us ground-breaking insight into our organisation, which for the first time, has helped us shape a strategy around race equality that is rooted in evidence and produced in collaboration with staff.

Our high-level approach centres around:

- Creating safe spaces
- Changing the organisation's culture and behaviour through leadership, training, and development
- Recruitment and Retention

In taking some of our work forward on race equality, the council has already made a number of key investments since last year, including:

- Appointing an Executive Sponsor for race – This is the Chief Executive
- Creation of a new Equality, Diversity and Inclusion (EDI) team to coordinate the EDI agenda
- Signing the Race at Work Charter as a clear commitment towards race equality
- Business in the Community Mentoring Programme for Black, Asian and multi-ethnic staff
- Creating a new Dignity at Work Policy, which is applicable to all staff
- Publishing a new Zero Tolerance Statement aimed at staff and all stakeholders
- Examining our pay gap data to strengthen our understanding of our workforce
- A new approach to recruitment which sees all posts initially advertised internally

- Publishing a Managers Guidance to help staff understand their role on this agenda
- A new mandatory EDI Training module will be launched in Autumn
- Work has begun on developing the new Talent Management Programme

But these achievements are only the start of the council's commitment towards building a culture of diversity and inclusivity, which not only reflects Harrow's local population, but ensures that all protected groups are taken along our ambitious journey to create an equal and equitable future for all our staff.

Context

Harrow prides itself in being one of the most ethnically and religiously diverse boroughs in the country, with people of many different backgrounds and life experiences living side by side. However, in light of the tragic murder of George Floyd, the Black Lives Matter protests, and the disproportionate impact of Covid-19 on people from a Black, Asian and Multi-ethnic backgrounds, we recognised that the council could do more to enhance the experiences and outcomes for our staff.

3.1 Our approach

Over the past twelve months, the council has been reviewing the approach taken towards equality, diversity and inclusion to develop one that truly reflects the needs and ambitions of our staff. Our work on race equality has been underpinned by the strategic principles that guide our corporate work on equality, diversity, and inclusion, this involves:

- Evidence and insight
- Consultation and Partnership working
- Developing a strategic approach
- Communicating our strategic approach
- Development of an Action Plan
- Implementation

To ensure this work has the integrity that it needs, the council undertook an exercise in collating qualitative data to understand the challenges faced by staff in the workplace. In doing so, we commissioned an Independent Race Review by Professor Patrick Vernon in September 2020, who conducted a series of face-to-face interviews and focus groups with staff employed by Harrow Council, including senior management and operational staff and other stakeholders including temporary staff and contractors.

We also commissioned an independent Staff Survey on Race, which was externally conducted by Karl Murray of FW Business in December 2020. This survey sought to capture both qualitative and quantitative information on staff experiences and practices and gave us an insight into the challenges that staff faced daily, as well as improvements they would like to see.

Our quantitative research involved analysing our most recent workforce data and producing our first ever ethnicity pay gap report; both of these reports have given us greater insight into the profile of our staff, including trends, gaps and bottlenecks within pay bands, which have been critical in helping us create objectives that are realistic, tangible and stretching.

3.2 Findings from the Independent Race Review

The Race Review included evidence from over 100 members of staff who took part in face to face interviews and the 573 respondents who took part in the Staff Survey on Race. The Review made a series of recommendations, addressing key concerns identified with respect to race discrimination.

The Review was published internally in April 2021 and included a number of key findings, these included:

- Psychological safety
- Racism in the workplace
- Challenges with management behaviour
- Lack of career opportunities for Black, Asian and Multi-Ethnic staff
- Impact of racism on health and well-being
- Race and sexism
- Institutional and structural racism

The report made clear the council’s need to move from an exclusive and passive organisation, to one that is a fully inclusive anti-racist multicultural organisation, within a transformed society. Recommendations centred around creating an environment where managers have the cultural competency to deal with issues around race, resulting in psychological safety, investing in our staff, and supporting progression.

These recommendations were broken down into five key themes:

1. Acknowledging and recognising the journey of ‘righting the wrongs’
2. Changing the organisation’s culture and behaviour through leadership, training and development
3. Recruitment and retention of staff
4. Creation of safe spaces for dialogues and understanding
5. Government and Accountability

The Race Report provided the council with a rich source of information about staff experiences and how we can move forward in becoming an anti- racist organisation. A full list of recommendations with the council’s response against each recommendation can be found at Annex A.

3.3 Findings from our Workforce Profile

The most recent iteration of the council’s Workforce Profile shows that around 43% of our workforce are white, compared to 25% that are Asian and 16% who are Black.

Ethnicity	Resident population	Workforce
White	37%	43%
Asian	44%	25%
Black	7%	16%
Multi-heritage	3%	3%

Figure 1. Harrow’s staff profile compared to the resident population

It is clear, that currently the council’s workforce does not fairly reflect our resident population.

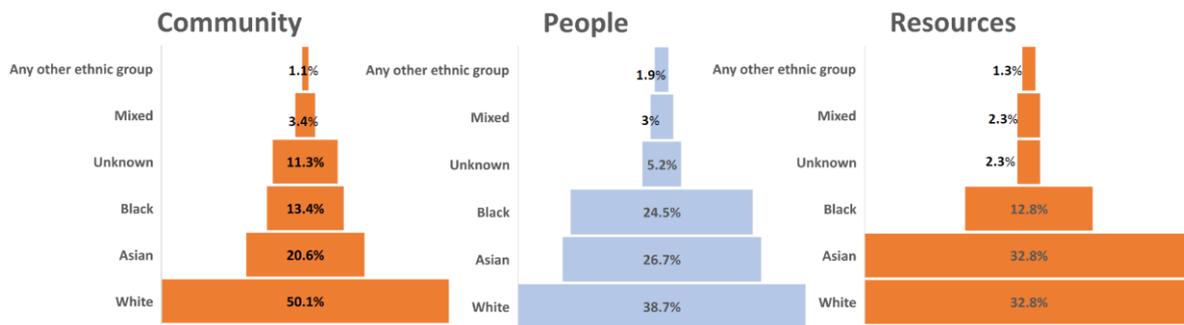


Figure 2. A breakdown of ethnicity in each directorate

This information shows that the council still lacks the diversity that is needed across each service area to truly represent our residents and we recognise, that as an employer, we still have a lot of work to do, to attract more diverse local talent across all directorates.

Ethnicity and payband - Council

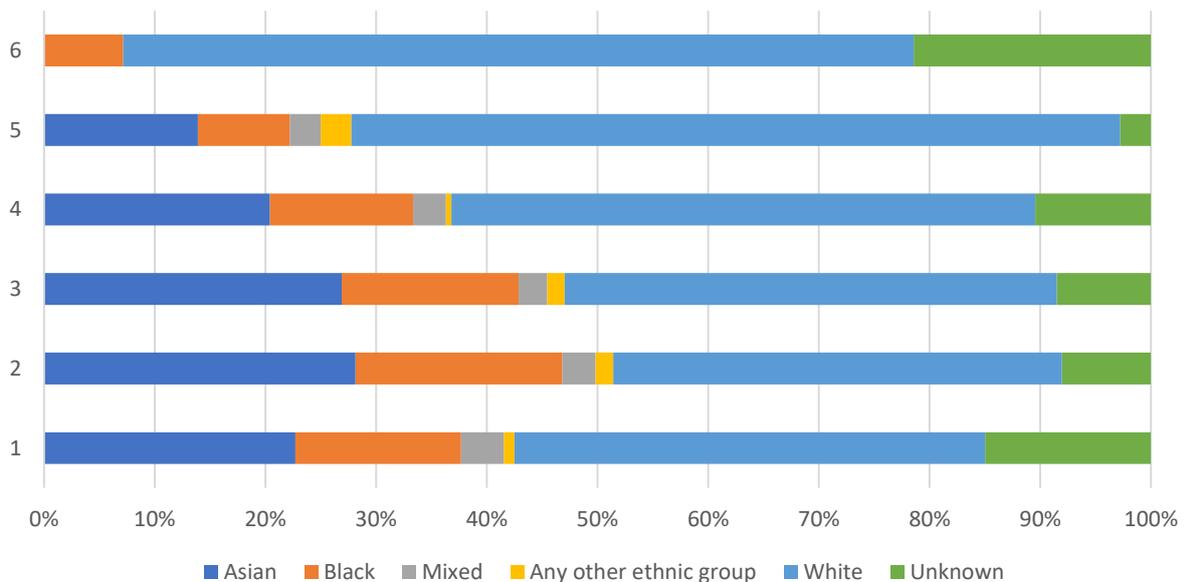


Figure 3. A breakdown of ethnic groups in pay bands in Harrow

Our current pay band data also shows that we currently have an overrepresentation of White staff in all pay bands. Our Asian staff are significantly underrepresented in all pay bands, and our Black staff are only slightly better represented in some areas.

In addition to this, we have been developing our first ever ethnicity pay gap data, which measures the difference between Black, Asian and Multi-Ethnic staff and white staff's average earnings and is expressed as a percentage of white staff's pay. We know that reducing our ethnicity pay gap will be challenging, but this key data has helped informed the council's thinking around creating realistic but stretching objectives for all parts of the organisation.

3.4 Terminology used in this report

As part of this process, it was important to ensure that the correct language was used to describe the range of diversity within our staff community. Whilst the collective categorisation of ethnic groups can be useful – particularly around data collection and analysis – the use of “BAME” can be contentious and can serve to mask or shroud the impact, challenges and inequality experienced by certain ethnic groups. Following discussions with other London Councils, the council has chosen to stop using the term BAME to describe ethnic groups. This also includes Person of Colour (POC), which risks homogenising the lived experiences of our diverse communities and staff and would not be fair or representative terminology.

The council will instead adopt the term ‘Black, Asian and Multi-Ethnic’; this should be spelt out and specified where it is used. The council encourages all staff to avoid homogenising ethnic groups and actively seek to understand and address the issues for respective ethnic groups, specifying as much as is possible.

4 The Council's Response to the Independent Race Review

As part of developing the council's response to the recommendations of the Independent Race Review, we have undertaken a process of engagement with staff and key stakeholders to make sure that our approach is authentic and collaborative, putting the voice of staff at the centre. Our aim was to work across boundaries with respect and professionalism to ensure all staff had the opportunity to contribute towards this agenda, making sure that dialogue was transparent and constructive and able to build a way forward on this agenda.

The Race Review made a series of recommendations around **acknowledging and recognising the journey of 'righting the wrongs'**, and as such, the council accepts the findings from the Independent Race Review as part of this report. In doing so, the council makes a recommendation to formally recognise the experiences of our Black, Asian, and Multi-ethnic staff and accepts the historic wrongs that have taken place over the last few decades in Harrow. We know that these experiences include bullying, discrimination based on race and gender, and disadvantage for some council staff. As an organisation, we are making a clear and unequivocal commitment to addressing deep-rooted inequalities and doing all that we can to become an inclusive anti-racist organisation.

We also recognise that we need to have the resource and capacity to lead this work, which is why we invested in a new Equality, Diversity and Inclusion team in April to spearhead the EDI agenda. The team will be responsible for coordinating the council's work on equality, diversity and inclusion, in collaboration with the organisation, staff networks and the Trade Unions.

In responding to the recommendations on **recruitment and retention** of staff, we have begun a process to review some of our recruitment practices, including looking at more creative ways to ensure we are sourcing talent from a more diverse pool of candidates. We have also changed the way that we recruit, ensuring all posts are advertised internally first, where appropriate. In terms of recruitment panels, we are introducing mandatory equality training that all recruiting managers will need to go through before they take part in a panel interview.

Strategically, our work on race equality will be embedded in the organisation's corporate agenda on organisational change and features as an integral part of the people strategy, 'Great People, Great Culture', which sees a new transformational approach to workforce design and developing our most valuable asset, our staff. We expect that much of this work will feed into **changing the organisation's culture and behaviour through leadership, training and development**, by making a clear commitment to developing our staff across all levels of the organisation, through an array of new initiatives, which give staff access to opportunities within the organisation to learn and enhance new skills and develop their leadership.

In **creating safe spaces**, all staff will be expected to undergo mandatory EDI training, which will be launched in the Autumn. Our aim is for staff to recognise the biases and prejudices that they might operate from within, and in doing so, actively seek ways to become more inclusive, to nurture a culture of psychological safety. We are also exploring ways to create a new reporting mechanism, which will allow staff to raise

incidents of bullying, harassment, and racism anonymously via the council's intranet, The Hub and at the council's offices. These new tools will be managed and supported by the council's EDI team and is expected to give our senior leadership team, insight into the types of incidents that staff are dealing with.

In terms of our internal **governance and accountability processes**, we have made these clearer by launching a new Equality, Diversity and Inclusion Sub-Group which is a sub-group of the Corporate Strategic Board and is chaired by the Chief Executive. This group meets monthly to discuss all aspects of EDI, with a particular focus on race equality, more recently providing strategic direction and acting as a critical friend. The group is attended by representatives from CSB, Corporate Leadership Group, and the Chairs of all our staff networks.

Politically, we have cross-party engagement on this agenda, with the establishment of a new Cross-Party Member's Working Group on Black Lives Matter and Equality, Diversity and Inclusion. This group is chaired by the Portfolio Holder for Equality and is made up of members from both political parties. The group is intended to provide scrutiny and guidance to our overarching work on EDI.

The council's strategic objectives on race equality will eventually form part of our Corporate Plan and will be reported to the Corporate Strategic Board (CSB) on a quarterly basis as part of our usual HROD reporting mechanisms.

Finally, the council commits to undertaking an independent review of our progress against each of the recommendations from the Race Review in twelve months' time, which will include a follow-up survey to measure the progress that we have made.

A full list of recommendations and our progress against them can be found at Annex A.

5 Corporate Objectives on Race Equality

Following the publication of the Independent Race Review, we conducted a series of online Focus Groups with staff to further understand how we could respond to the recommendations, in order to create a set of robust strategic objectives for the organisation. Over 230 staff members participated in these sessions from all levels of the organisation; this also included hosting a session for staff based at Forward Drive. The council's corporate objectives on race equality have been informed by the consultation we have undertaken with staff, Staff Networks, the Cross-party Members Working Group for Black Lives Matter and Equality, Diversity and Inclusion and the Trade Unions.

Each objective has a clear mandate around how it will be achieved and the measure of success; this has been formed in a Race Equality Action Plan, which can be found at Annex B.

Creating safe spaces

1. To develop an inclusive culture of dignity at work for all and zero tolerance of racism and discriminatory practices.
2. To create a culture of openness and inclusivity by continuing to listen to our Black, Asian and Multi-ethnic staff on an ongoing basis and learning from their experiences in the workplace.
3. Senior leaders to cultivate an environment of psychological safety for all staff within the organisation, directorates, divisions, teams and on a one-to-one basis through personal interactions.

Changing the organisation's culture and behaviour through leadership, training and development

1. Senior leader sponsorship of our Black, Asian and Multi-ethnic staff with the aim of increasing representation at senior levels of the organisation through a number of avenues, such as shadowing, mentoring, access to opportunities, career coaching.
2. Each directorate to create their own clearly defined pathways for Black, Asian and Multi-ethnic staff by exploring opportunities for them to gain exposure to broad areas of work that contribute towards their career development.
3. Targeted training and development programme for staff from Black, Asian and Multi-ethnic backgrounds to progress from junior to middle management grades.

Recruitment and retention

1. The top 5% of our staff to be representative of our overall resident population by 2025.

2. Each Directorate to review the number of Black, Asian and Multi-ethnic staff within their services areas and take steps to adequately represent the community that we serve at all levels.
3. Transparency in the recruitment process across the organisation by providing sufficient training for staff before they undertake a recruitment exercise in order to tackle bias throughout the process and to ensure fairness.

6 Next steps

This report is the first step in creating radical change in the council and over the next few months we will be launching a range of new initiatives that will support the delivery of these objectives. This work will be coordinated by the EDI Team in collaboration with colleagues from HROD, who will be involved in launching some of the new initiatives we have planned.

In taking this work forward we have already made a number of investments that have been outlined earlier in this report. However, we know that there is still more to do, to ensure that we are a workforce that truly puts race equality at its heart. Following the launch of this report, our first task will be to bring this report to all service areas through a series of mini roadshows at Divisional meetings. These sessions will be presented in collaboration with the EDI and HROD teams and will give more detail about some of the new policies we are introducing, expectations, and how staff can play a part.

A significant part of delivering this agenda will be devolved to Directorates, who will be responsible for establishing a series of tangible actions and measures within service areas to contribute towards achieving our corporate objectives. We will be looking for Directorate Champions to work alongside the EDI Team to monitor the progress of the Directorate Action Plans. Contributing to this will be individual personal staff objectives relating to equality, diversity, and inclusion more widely.

Finally, a further recommendation within the review was to undertake a similar review in the community with our residents. We will look to integrate such an approach as part of the further work to develop the Borough Plan.

This is an ambitious plan, but one that we recognise is well overdue. We look forward to working with all staff to implement our strategic commitment to equality, diversity and inclusion over the coming months.

7 Glossary of Terms

Biases - *Inclination or prejudice for or against one person or group, especially in a way considered to be unfair*

Bottlenecks – *A problem that delays progress*

Bullying - *Seek to harm, intimidate, or coerce (someone perceived as vulnerable)*

Disability - *A physical or a mental condition which has a substantial and long-term impact on your ability to do normal day to day activities*

Discrimination - *Treating a person unfairly because of who they are*

ER – *Employee Relations*

EIA – *Equality Impact Assessment*

EDI – *Equality, Diversity and Inclusion*

Harassment - *To subject (another) to hostile or prejudicial remarks*

Homogenising - *Make uniform or similar*

HROD – *Human Resources Organisational Development*

Institutional racism - *Also known as systemic racism, is a form of racism that is embedded through laws and regulations within society or an organization*

Likert scales - *A unidimensional scale that researchers use to collect respondents' attitudes and opinions*

Microaggression – *Indirect, subtle, or unintentional discrimination against members of a marginalized group*

Multicultural - *Relating to or containing several cultural or ethnic groups within a society*

Nomenclature - *The devising or choosing of names for things*

OD – *Organisational Development*

Prejudices - *Preconceived opinion that is not based on reason or actual experience*

Qualitative - *Relating to, measuring, or measured by the quality of something rather than its quantity*

Quantitative - *Relating to, measuring, or measured by the quantity of something rather than its quality*

Racial - *On the grounds of or connected with difference in race or ethnicity*

Racism - *Prejudice, discrimination, or antagonism by an individual, community, or institution against a person or people on the basis of their membership of a particular racial or ethnic group, typically one that is a minority or marginalised*

Sexism - *Prejudice, stereotyping, or discrimination, typically against women, on the basis of sex*

Structural racism - *A system in which public policies, institutional practices, cultural representations, and other norms work in various, often reinforcing ways to perpetuate racial group inequity.*

Systemic - *Relating to a system, especially as opposed to a particular part*

8 Annex A: Race Report Recommendations – The progress we have made

Acknowledging and recognising the journey of ‘righting the wrongs’ through:

Recommendation	What have we done?	Who	When
1. Formal acknowledgment and apology of current and past treatment of Black, Asian, and Minority Ethnic staff with special reference to staff of African, African Caribbean heritage who have experienced high levels of bullying and discrimination based on their race and gender;	This report forms part of our acknowledgement on the historic wrongs experienced by our Black, Asian and Multi-ethnic staff. This will be communicated to staff following the approval of this report by Cabinet.	Chief Executive Leader of the Council	November 2021
2. Formal response by Chief Executive to the report findings and recommendations by way of feedback to inform staff;	We undertook a special staff briefing in April 2021 when publishing the Race Review and its recommendations internally to all staff.	Chief Executive Patrick Vernon	April 2021
3. Statement and acknowledgment by the Leader and Cabinet with support of Full Council on its commitment to becoming an anti-racist organisation;	This report acts as a formal statement acknowledging our commitment to becoming an anti-racist organisation. This report has Cabinet and cross-party support from all Members.	Leader of the Council	November 2021
4. Adoption of the guiding principles of ‘righting the wrongs’ and development of a working definition of institutional racism in the implementation of the	We have conducted a series of focus groups with staff to understand the guiding principles upon	EDI Team	May-June 2021

recommendations in partnership with staff networks and trade unions;	which our corporate objectives on race equality should be based.		
5. The staff feedback/responses used to shape future work around the development of Borough plan, response to COVID-19 and of the Council's commitment to becoming an anti-racist organisation working with local stakeholders and partners (e.g., developing a process of co-production working with trade unions, BLM Staff Network, Make A Difference Network, and other relevant internal stakeholders);	The EDI team has undertaken a series of focus groups with staff, consulted with Trade Unions and Staff Networks when formulating a response to the Race Review.	EDI Team	May-June 2021
6. Recognition that a commitment for significant investment in staff development and HR and OD function to address historical inequalities.	We have invested in a new EDI team to take forward our wider work on equality, diversity and inclusion that will work closely with all HROD colleagues to address historic inequalities.	EDI Team HROD	April 2021
7. A similar process or review with Harrow residents, community organisations, faith groups and businesses exploring the issues around racism, discrimination and inequalities and their relationship with the council.	This work will be integrated as part of our wider work on delivering the Borough Plan, early next year.	Policy Team EDI Team	February 2022

Recruitment and retention of staff through:

Recommendation	What/How	Who	When
<p>1. Reviewing the current recruitment practice, which should cover temporary, contract and interim management agencies, and the wider relationships with agencies, especially Pertemps the recruitment agency, with regards the regularisation of the status of staff who have worked for the council for more than 12 months;</p>	<p>We are conducted a review of our current recruitment practices and have begun by ensuring all posts are advertised internally in the first instance to give our staff a fair chance. We are also reviewing the number of temporary staff we have and exploring options around their current status.</p>	<p>Resources Team</p>	<p>April 2021 – March 2022</p>
<p>2. Ensure that all recruitment for MG grade and above include a BAME staff, or external adviser to be on all panels (i.e. that the panel have mandatory unconscious bias training and full declaration of interest of relationship or affiliation as part of the recruitment process);</p>	<p>We are currently working with a supplier to deliver equality training that all recruiting managers will need to attend before being part of a recruitment panel, this will be launched in later this year.</p>	<p>Resources Team L&D Team</p>	<p>December 2021</p>
<p>3. Undertaking EIA for any proposed restructuring to ensure that the workforce reflected the diversity and demographics of Harrow Council.</p>	<p>The EDI team are currently working with our L&D and ER team to launch training for managers on how to complete an Equality Impact Assessment. A</p>	<p>EDI Team L&D Team ER Team</p>	<p>December 2021</p>

	manager's checklist is currently being prepared.		
4. The council to develop 'growing your own' programme of supporting BAME staff around secondment, apprenticeship, mentoring and acting up opportunities.	Some members of staff have already taken part in the Business in the Community Mentoring programme and we are currently reviewing feedback from this with a view to launching the second tranche later this year. We have also begun designing our own Talent Management programme, which we expect to be launched in the late Autumn.	EDI Team L&D Team	September – December 2021
5. The council to develop aspirational targets to ensure that BAME staff are recruited to senior management roles.	This report sets out our corporate strategic objectives on race equality and our next step will be to work with all directorates to establish realistic aspirational targets that support and challenge the council.	EDI Team All Directorates	July – November 2021
6. The council to undertake Ethnicity Pay Gap Review to address historical inequalities around staff grading and the impact of the glass ceiling particularly on G grade roles.	We have produced our first ever ethnicity pay gap data, which has helped to inform our corporate objectives on race equality as well as more detailed	BIU Team EDI Team	July 2021

	analysis at a directorate and service level.		
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Changing the organisation's culture and behaviour through leadership, training and development through:

Recommendation	What/How	Who	When
1. Reviewing Council code of conduct, behaviours and standards.	<p>We have produced a Dignity at Work Policy, which makes the standards, behaviours and conduct that is expected from all staff. This is currently being consulted on with the staff networks, Trade Unions and our legal team.</p> <p>We have also produced a Zero Tolerance statement which sets out our approach as an employer and with our stakeholders, partners, and residents where they interact with services provided by the council.</p>	ER Team EDI Team	July 2021 – October 2021
2. Ensure the ' <i>Great People Organisational Development Strategy</i> ' embed the recommendations and feedback from this report and develop a process of co-production with staff, staff	These recommendations will be built into the OD strategy. The OD Team were involved in all focus groups conducted by the EDI team and have played	OD Team EDI Team	May 2021 – March 2022

networks and trade unions to tackle the current state of the culture in the organisation.	an important part of the co-production journey with staff.		
3. Ongoing implementation and commitment to Race at Work Charter.	We have signed up to the Race at Work Charter and are making good progress against meeting all of the standards of this Charter.	HROD	September 2020 - Ongoing
4. Development of leadership, coaching and mentoring programmes targeting staff at 'G' grade.	<p>Some members of staff have already taken part in the BITC Mentoring programme and we are currently reviewing feedback from this with a view to launching the second tranche later this year.</p> <p>We are now seeking to introduce a new programme to develop our Black, Asian and Multi-ethnic staff through the 'Black on Board' programme, which seeks to develop future leaders.</p> <p>The council have invested in a new software package called 'MyMentor'. This is a council wide scheme with the participation of up</p>	L&D Team EDI Team	December 2020 – December 2021

	<p>to 21 London Councils. This will allow mentees to pair up with mentors based on specific criteria including the protected characteristics, using the database. It is hoped that relevant data can be pulled to track opportunity and career development of Black, Asian and Multi-ethnic staff.</p>		
<p>5. Development of secondments and shadowing programmes.</p>	<p>We are considering a new programme of 'Summer Secondments' and how temporary project assignments can help staff develop their skills, much of this will be explored through our work on the Great People, Great Culture Strategy.</p>	<p>EDI Team OD Team</p>	<p>November 2021 – June 2022</p>
<p>6. Urgent review across all directorates the implementation and impact of support and supervision and appraisal systems around staff development.</p>	<p>All staff will be expected to have some form of EDI objective as part of their appraisal system in order to meet our corporate objectives on race equality. This also forms part of our wider programme of work, Great People, Great Culture.</p>	<p>OD Team</p>	<p>October – December 2021</p>

<p>7. Development of a formal support network and mentoring of international staff;</p>	<p>Our mentoring programme will be open to all staff and will support international staff. Additionally, we are exploring ways in which our existing forums, including staff networks can better support the needs of our international staff.</p>	<p>EDI Team L&D Team</p>	<p>December 2021</p>
<p>8. Development of mandatory anti-racism training for all staff and Councillors, including focus on cultural bias, white privilege etc.</p>	<p>New mandatory EDI training will be launched in the Autumn, this will include online, face to face, and in-teams training. All staff will be expected to undertake this training.</p> <p>We are reviewing Member training and how best EDI training can be integrated into our current training package for members.</p>	<p>L&D Team EDI Team</p>	<p>October 2021</p>
<p>9. Providing commensurate budget and resources to the development of interventions as part of a wider programme of culture and policy change across the organisation for short to long term actions around equality, diversity and inclusion.</p>	<p>We have invested in a new EDI team which is responsible for spearheading our wider programme of cultural and policy change around equality, diversity and inclusion.</p>	<p>Chief Executive CSB</p>	<p>April 2021</p>

Creation of safe spaces for dialogues and understanding:

Recommendation	What/How	Who	When
1. Support the ongoing development of the BLM Staff Group as part of the wider MADG approach (e.g. the Ethnicity Network Group).	The EDI Team are working closely with the staff networks to provide support and guidance where necessary.	EDI Team	Ongoing
2. Development of an independent reporting mechanism for staff to raise concerns regarding their treatment.	We are exploring options around to launch a new anonymous reporting mechanisms for staff, both online and in person through the EDI Team to report issues for staff to raise concerns regarding their treatment, including whistleblowing and bullying in a confidential way.	EDI Team	December 2021
3. A defined role within the wider scrutiny and accountability framework of the council for the BLM Staff Group and Make A Difference Staff Network and trade unions;	Staff networks now form part of the corporate EDI sub-group, which is chaired by the Chief Executive. This group acts as a sounding board and critical friend for all our work on equality, diversity and inclusion.	CSB	July 2021 - Ongoing
4. Facilitating and engaging all staff, particularly middle and senior management, in critical conversations	We are planning on undertaking Truth and Reconciliation meetings, which will be facilitated by	EDI Team Patrick Vernon	December 2021

of power, privilege and abuse in organisations.	Patrick Vernon later this year.		
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Governance and accountability through:

Recommendation	What/How	Who	When
1. Review the strategic positioning and governance structures of the delivery of the race equality agenda within the wider work on equality, diversity and inclusion.	A new EDI team has been created which now sits within HROD. The team will be taking forward the work on the race and wider equality agenda.	CSB HROD	April 2021
2. Strategic consideration where the policy and corporate strategy on 'righting the wrongs' and the wider EDI agenda is located to create the 'engine for change' and strong leadership on this agenda which needs to be aligned with HR and OD Division.	EDI subgroup was created with the purpose of ensuring the council fulfils its commitment to 'righting the wrongs' and ensuring the that the EDI agenda an important part of the internal strategy of the local authority.	CSB EDI Sub-group	July 2021 - Ongoing
3. Transparent process of scrutiny and accountability of senior politician across all political parties in conjunction with the executive team and external stakeholders to create the culture and environment for change.	A new Cross-party Members Working Group has been established, which is chaired by the Portfolio Holder for Equality, Diversity and Inclusion, and serves the purpose of oversight and ongoing scrutiny of our work on equality, diversity and inclusion.	Cross-party Members Working Group	December 2020 - Ongoing

<p>4. Undertake an independent review of the council's progress in the implementation of the recommendations against an agreed Action Plan owned by CSB within the next 6 to 12 months from this report, including consideration of a follow-up survey within 18 to 24mths.</p>	<p>We will be undertaking a further review in 12 months' time to monitor the progress against this race review.</p>	<p>CSB EDI Team</p>	<p>September 2022 – December 2022</p>
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9. Annex B: Race Equality Action Plan

Creation of safe spaces		
Objective	We will do this by	We will measure this by
<p>1. To develop an inclusive culture of dignity at work for all and zero tolerance of racism and discriminatory practices</p>	<ul style="list-style-type: none"> • Implementing a new Dignity at Work policy and Zero Tolerance Statement by 2022, and ensure all staff have a clear understanding of the council's new approach • Establishing a new scheme to manage Dignity at Work by 2022 • Launching a new online anonymous incident reporting mechanism on The Hub and a physical 'Incident Reporting box' in the Civic Hub and Forward Drive by 2022 • Ensuring mandatory Equality, Diversity, and Inclusion training is delivered to all staff by the end of 2023, with a special focus on race equality to better educate staff and promote greater awareness of real-life experiences of Black, Asian and Multi-ethnic staff. • Monitoring the types of Dignity at Work incidents that occur frequently over a 12-month period through mapping trends 	<ul style="list-style-type: none"> • % of staff who say they are aware of Dignity at Work policy • % of Dignity at Work related complaints and grievances that are reported on a quarterly basis • Analysing the types of incidents that are reported on a quarterly basis in order to target particular areas of concern • % of staff across all Directorates that have undertaken mandatory training by 2023 • Responses on employee experiences via annual Staff Survey that includes an increase in staff confidence around reporting incidents of racism

<p>2. To create a culture of openness and inclusivity by continuing to listen to our Black, Asian and Multi-ethnic staff on an ongoing basis and learning from their experiences in the workplace.</p>	<ul style="list-style-type: none"> • Creating a continuous feedback loop with staff through staff networks, and other forums where the opinions of staff can be gained • Creating a continuous feedback loop through regular liaison with the Trade Unions • Engaging with our staff networks through formalised routes, including monthly meetings between the BLMSG and Chief Executive / Head of Paid Service and the EDI Sub-group • Including specific questions around equality, diversity and inclusion, race, ethnicity and psychological safety within the Pulse Survey and Staff Survey • Conducting a follow-up Race Survey in late 2022 to track progress against the first Race Survey 	<ul style="list-style-type: none"> • Feedback from staff networks • Feedback from the Trade Unions • Responses on employee experiences via annual Staff Survey that includes questions about race • Monitoring Pulse Survey data specifically around experiences of race as and when conducted • Monitoring progress against the previous Race Survey
<p>3. Senior leaders to cultivate an environment of psychological safety for all staff within the organisation, directorates, divisions, teams and on a one-to-one basis through personal interactions.</p>	<ul style="list-style-type: none"> • Ensuring mandatory Equality, Diversity, and Inclusion training is delivered to all senior leaders by the end of 2023, with a special focus on race equality to understand the needs and real-life experiences of Black, Asian and Multi-ethnic staff. • Introducing inclusive leadership training for managers and senior leaders by the end of 2022 	<ul style="list-style-type: none"> • % of senior leaders that undergo mandatory face to face Equality, Diversity, and Inclusion training by the end of 2022 • % of Corporate Leadership Group to undergo reverse mentoring by end of 2023 • % of disciplinaries against Black, Asian and Multi-ethnic staff by end of 2023 to ensure there are no disproportionate outcomes

	<ul style="list-style-type: none">• Undertaking reverse mentoring within the organisation or across London Councils• Actively providing Black, Asian and Multi-ethnic staff with a platform to speak up, share ideas and encourage new thinking.• Reviewing disciplinary action against Black, Asian and Multi-ethnic staff.	<ul style="list-style-type: none">• % of Black, Asian and Multi-ethnic staff participating in or accessing formal processes around conflict resolution, such as mediation, by end of 2023
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Changing the organisation's culture and behaviour through leadership, training and development

Objective	We will do this by	We will measure this by
<p>1. Senior leader sponsorship of Black, Asian and Multi-ethnic staff with the aim of increasing representation at senior levels of the organisation through a number of avenues, such as shadowing, mentoring, access to opportunities, career coaching.</p>	<ul style="list-style-type: none"> • Each Corporate Director to sponsor a member of staff at pay bands 4-5 (MG1-MG3 and MG4-D1) • Each member of Corporate Leadership Forum to sponsor a member of staff at pay bands 3-4 (G9-G11 and MG1-MG3) for 12 months • Members of Leadership Forum to mentor a member of staff at pay bands 2-3 (G4-G8 – G9-G11) for 12 months • Training for all senior leaders around the role of sponsorship and mentoring and guidance issued 	<ul style="list-style-type: none"> • Number of Black, Asian, and Multi-ethnic staff who report they have a sponsor / mentor • Number of senior managers acting as sponsor / mentor for Black, Asian and Multi-ethnic staff • % of Black, Asian, and Multi-ethnic staff who have progressed within the organisation or progressed externally within 12-18 months of sponsorship • Number of senior leaders that participate in sponsorship or mentoring training
<p>2. Each directorate to create their own clearly defined pathways for Black, Asian and Multi-ethnic staff by exploring opportunities for them to gain exposure to broad areas of work that contribute towards their career development.</p>	<ul style="list-style-type: none"> • All Directors to consider forthcoming and existing projects that provide an opportunity to Black, Asian and Multi-ethnic to staff gain exposure to new skills and development through a fair and transparent selection process. • Formalised secondment programme that allows staff to move around in directorates and the organisation to gain a broad set of skills either through a fixed time frame or on distinct project work, where appropriate. 	<ul style="list-style-type: none"> • x% Black, Asian and Multi-ethnic staff within each directorate have been selected for opportunities over a 12-month period • x% of Black, Asian and Multi-ethnic staff have progressed within the service area within 12 months

	<ul style="list-style-type: none"> Managers to use 121s and appraisals as a vehicle to have constructive discussions about career development and seeking ways to support them. 	
<p>3. Targeted training and development programme for staff from Black, Asian and Multi-ethnic backgrounds to progress from junior to middle management grades.</p>	<ul style="list-style-type: none"> Introducing a new Diversity Talent Management programme aimed at staff at G8-G11 aspiring to move into MG grades by 2022 Introducing the Black on Board programme to develop the skills of aspiring future leaders by 2022 Using the Apprenticeship levy to develop our future senior leaders to gain an external accredited qualification; and Offering staff opportunities for re-training in technical and professional areas 	<ul style="list-style-type: none"> x% of Black, Asian and Multi-ethnic staff within services areas participating in the talent management programme x% of Black, Asian and Multi-ethnic staff within services areas participating in the Black on Board programme x% of Black, Asian and Multi-ethnic staff on work-based apprenticeship that clearly contributes to their career development x% of Black, Asian and Multi-ethnic staff who have been on development programmes to progress within the organisation or externally within 2 years

Recruitment and retention

Objective	We will do this by	We will measure this by
<p>1. The top 5% of our staff to be representative of our overall resident population by 2025</p>	<ul style="list-style-type: none"> • Actively seeking to recruit from a diverse range of senior leaders from within the organisation, across local government, the voluntary and community sector and private sector, and exploring new avenues to advertise vacancies • Ensuring a diverse selection process, which includes diverse stakeholder involvement in the process 	<p>By 2022:</p> <ul style="list-style-type: none"> • 25% of staff at Corporate Strategic Board, Corporate Leadership Group, and Leadership Forum are from a Black, Asian, and Multi-ethnic background <p>By 2023</p> <ul style="list-style-type: none"> • 35% of staff at Corporate Strategic Board, Corporate Leadership Group, and Leadership Forum are from a Black, Asian, and Multi-ethnic background <p>By 2024</p> <ul style="list-style-type: none"> • 45% of staff at Corporate Strategic Board, Corporate Leadership Group, and Leadership Forum are from a Black, Asian, and Multi-ethnic background <p>By 2025</p> <ul style="list-style-type: none"> • 50% of staff at Corporate Strategic Board, Corporate Leadership Group, and Leadership Forum are from a

		Black, Asian, and Multi-ethnic background
<p>2. Each Directorate to increase in the number of Black, Asian and Multi-ethnic staff within their services areas to adequately represent the community that we serve.</p>	<ul style="list-style-type: none"> • Actively seeking to recruit from a diverse range of staff from within the organisation and borough, exploring new avenues to advertise vacancies, including working with universities and using the Xcite programme as an avenue to employment for local residents • Specific campaign aimed at recruiting young people from Black, Asian and Multi-ethnic heritage • All posts to initially be advertised internally at the start of the process with the aim of developing in house talent • Ensuring a diverse selection process, including fair representation on the interview panel • Providing support to staff on how to complete applications and interview technique by Learn Harrow • All proposed restructures to undertake an Equality Impact Assessment to ensure that the workforce reflects the diversity and demographics of Harrow Council 	<ul style="list-style-type: none"> • x% increase in directorate of Black, Asian and Multi-ethnic staff • % of staff that have progressed into jobs at Corporate Strategic Board, Corporate Leadership Group, and Leadership Forum level
<p>3. Transparency in the recruitment process across the organisation by providing sufficient training for staff before they undertake a recruitment</p>	<ul style="list-style-type: none"> • All recruiting managers to undertake training to adopt best practice and ensure fairness in all parts of the recruitment process, including 	<ul style="list-style-type: none"> • x% of Black Asian Multi-ethnic staff trained for recruitment panels by end of 2022

exercise in order to tackle bias throughout the process and to ensure fairness.	mandatory equality training for recruiting managers. <ul style="list-style-type: none">• Monitoring diversity outcomes of all stages of the recruitment process• All job adverts to be accessible and easy to understand for applicants	<ul style="list-style-type: none">• Comparing success rates of job applicants by race and ethnicity• % percentage increase in our recruitment of Black, Asian and Multi-ethnic staff
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