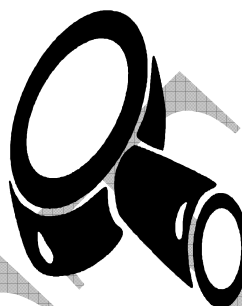
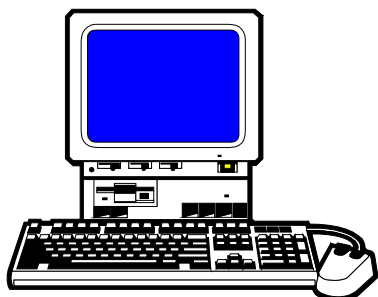


Harrow Council Single Equalities Scheme

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Alternative formats



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Foreword

We are pleased to present our second Single Equality Scheme (SES) 2011-2013 for Harrow Council.

Harrow is one of the most ethnically and religiously diverse boroughs in London with people of many different backgrounds and life experiences living side by side. It is the richness of this diversity, and the positive impact that it has on the borough and our community, that we believe helps make Harrow such a great place to live, work and visit. We know that the borough's diversity is something to value and encourage and this SES highlights our commitment to maintaining and building on our strengths by ensuring equality and diversity is integral to everything we do.

In serving a diverse population, the Council aims to ensure there is equality of opportunity for its residents, service users, staff, elected members, stakeholders and partner organisations irrespective of age, disability, gender, race, religion or belief and sexual orientation.

As an employer, we are committed to employing a diverse workforce, to help us to understand and relate to the community we serve. Through our recruitment policies and practices, we will aim to improve on our record and explore further initiatives and opportunities to encourage applicants from all sections of the community to consider joining us.

As a service provider, we are committed to ensuring our services are open, fair and accessible by taking into consideration the needs and requirements of our diverse community and service users. We will continue to improve our services through a comprehensive Equality Impact Assessment process, engaging with and listening to our communities and service users.

As a procurer of goods and services, we will continue to ensure our commissioning processes are fair and equitable and that service providers delivering a service on our behalf share our commitment to equality and diversity.

Equality is about describing a vision for the area that is built on recognising the needs of every local community, promoting inclusion and cohesion, fairness and justice. As a community leader, we will continue to work in partnership with the public, voluntary and private sectors to ensure we achieve this vision for our borough.

As well as meeting the Public Equality Duties, the purpose of this Scheme is to highlight our commitment to ensuring our services are fair, equal and accessible and to set out a clear strategic approach to mainstreaming equalities over the next three years.

The development of this Scheme has involved consultation and engagement with our staff, residents, service users, partners and stakeholders and sets out our understanding of the issues facing Harrow and our plans for tackling them. We describe how we aim to tackle all forms of discrimination and promote good relations in the community.

Strong leadership, together with commitment and support from our staff, communities and partners, is what will make this Scheme successful. Our overall ambition is to champion diversity and promote equality in everything we do.

Michael Lockwood – Chief Executive

Cllr Bill Stephenson – Leader of Council

Introduction

The scheme highlights our commitment to promoting equality of opportunity for all together with promoting the Council's aim **"To be recognised as one of the best London Councils by 2012, in a borough that is cosmopolitan, confident and cohesive"**.

Our vision for equalities is about improving our services and customer satisfaction. In 2007, to demonstrate our commitment to equality and diversity, the Council went beyond the legal requirement to develop and publish Equality Schemes for race, disability and gender and produced a SES incorporating the requirements of the existing duties but also extending this to age, religion or belief and sexual orientation equality.

This is our second SES which builds on our progress so far and highlights our continued commitment to ensuring equality and diversity is at the heart of everything we do, from recruitment and selection, policy and service development to the delivery of services.

Although we have made good progress in mainstreaming equalities across the organisation, our ongoing challenge is to ensure that we convert our commitment through this SES into actions that deliver appropriate and responsive services and improve employment opportunities to all communities in our Borough.

The SES identifies six cross cutting objectives that we will be focusing on and will deliver through a three-year action plan. These are to:

- Develop a modern and diverse workforce to reflect the community we serve;
- Improve the data the council has on its residents and service users so all

- decisions can be taken and services developed in light of strong intelligence;
- Ensure that residents, service users and staff can influence decisions through effective communication and engagement;
- Deliver responsive services, improve customer care and increase customer satisfaction;
- Reduce inequalities through corporate commitment and partnership working; and
- Promote diversity and community cohesion both within the council and the borough.

These key objectives have been identified through in-depth consultation with our staff, residents, service users, elected members, stakeholders and partner organisations as well as being requirements under the Public Equalities Duties, equalities legislation and the requirements of the new Equality Framework for Local Government.

To eliminate unlawful discrimination and promote equality, the government has introduced 'equality duties' for all public sector institutions. The first of these was the Race Equality Duty introduced in 2001, followed by the Disability Equality Duty in 2006, and the Gender Equality duty in April 2007. The more recent Equality Act 2010 will extend the duty to age, religion or belief, sexual orientation, transgender and social-economic inequality. A list of key equalities legislation can be found in Appendix 1.

The SES is a living document and we will ensure this is regularly reviewed and updated.

Our Vision and Corporate Priorities

The Council and its Partners have agreed a Sustainable Community Strategy for Harrow that looks at the sort of place the borough should be by 2020. The Strategy covers a range of issues and sets out aspirations for each of them. Overall, its direction can be summed up as:

By 2020, Harrow will be recognised for:

- Integrated and co-ordinated quality services, many of which focus on preventing problems from arising, especially for vulnerable groups, and all of which put users in control, offering access and choice;
- Environmental and community sustainability, because we actively manage the Council's impact on the environment and have supported inclusive communities which provide the jobs, homes, education, healthcare, transport and other services all citizens need;
- Improved quality of life, by reducing inequalities, empowering the community voice and promoting respect and becoming the safest borough in London.

In support of these aims, the Council's vision is **'To be recognised as one of the best London Councils by 2012, in a borough that is cosmopolitan, confident and cohesive'**.

The Council's corporate priorities for 2010/11 were proposed after a detailed review of the Council's performance, policies and the outcome of public surveys. The proposals were then the subject of consultation with the Residents' Panel, a group of 1,200 local people who are representative of the whole population, and through a dialogue promoted in association with the Harrow Times.

The draft priorities, which were endorsed by these consultations and are unchanged from the previous year, are to:

1. Deliver cleaner and safer streets,
2. Improve support for vulnerable people,
3. Build stronger communities.

Key to both the partnership and the council's delivery of this vision is to ensure that equalities and diversity are an integral part of everything that seeks to improve the quality of life in Harrow. This includes ensuring that this SES reflects both the borough's Sustainable Community Strategy and the council's Corporate Plan and supports the delivery of the priorities and outcomes identified within them.

Because the commitments set out in this SES cut across all the Sustainable Community Strategy's and council's objectives, the delivery of the council's equalities agenda will make a significant contribution to: 'Improving the quality of life, by reducing inequalities, empowering the community voice and promoting respect'.

The SES supports all three of the Council's objectives but makes a significant contribution to delivering the objectives to 'improve support for vulnerable people' and to 'build stronger communities'. Just as for the Sustainable Community Strategy, the SES will also impact across wider areas of the Council's work and priorities and will require the input of a number of our services and effective co-ordination between them.

Better Deal for Residents Programme

The current economic climate is affecting all sectors and residents alike. This, together with our drive for continuous improvement in services and customer satisfaction levels, has prompted our Better Deal for Residents programme where

options are being advanced, in partnership wherever possible, to address the expected fall in the Council's resources over the next few years and the increasing expectations of residents.

The Better Deal for Residents programme will, in the first instance, include a fundamental review of how public services in Harrow can deliver more integrated services to local residents. It will focus on how services can be better aligned with residents' needs, whilst being more cost effective. The programme's specific objectives are to:

- **Deliver the Harrow Strategic Partnership vision** for Harrow as set out in the Sustainable Community Strategy
- **Deliver a balanced budget** in the medium term and make a significant contribution to 2010/11 budget
- **Enable continuous improvement** to continue and accelerate the service improvements we have made over recent years
- **Manage the increasing expectations of residents** – our customers expect comprehensive, value for money services with no increases in their council tax

To ensure the programme meets its objectives and outcomes, it is essential that equalities are at the heart of the programme. To identify the key themes and objectives, the needs and requirements of the communities of Harrow were considered, identifying inequalities in various areas.

Equality Impact Assessments (EqlAs) are an integral part of each project as they identify any potentially adverse impact the project could have on staff, residents and service users.

CREATE values

In September 2008, Cabinet agreed to adopt new council values. These had been

developed through workshops with staff, middle and senior managers and with members. They also took on board what staff said was important through the staff survey.

The **CREATE** values are:

C	Customer first – we are focused on and have invested in improving the lives of our customers, going the extra mile to resolve their issues and empowering them to take responsibility for their own decisions.
R	Respect – so we treat each other with courtesy and regard, earning respect through working with others to engender trust.
E	Engaged Communication – that's why we listen. Actively placing a premium on engaging in conversations that bring people together allows curiosity and interest in areas other than their own.
A	Actively 'One Council' – we collaborate not blame, because we believe the 'sum of the parts' is more powerful than its individual parts.
T	Taking responsibility – we always deliver what we say we will, empowering and challenging each other to enhance performance and behaviour.
E	Energise and improve – while distinguishing ourselves by taking actions that innovate and improve.

Each of the CREATE values contributes to promoting equality of opportunity, eliminating discrimination and promoting good relations between people from different groups in some form. However, the 'Customer First' and 'Respect' values contribute to these quite significantly. The SES will also support and embed these values through its objectives and action plan.

Our Borough, our Community

Our borough

Harrow is an outer London Borough in North West London and approximately 10 miles from central London. Covering 50 square kilometres (20 square miles), Harrow is the 12th largest borough in Greater London. A fifth of the borough is green belt; there are nine district centres, plus Harrow Town Centre which is one of London's eleven metropolitan centres.

The borough is divided into 21 wards and each one is represented by three councilors.

Harrow has a population of 216,200 (ONS 2008 Mid-Year Estimates) and is one of the most diverse boroughs in the UK. The borough has one of the most ethnically diverse populations nationally with 53 per cent of Harrow's residents coming from a minority ethnic group (2007). Harrow now has the fifth highest proportion of residents from minority ethnic groups compared to its ranking in eighth place in 2001.

The borough's employment rate is 78 per cent of the working age population which is just below the national average of 79 per cent but above London's rate of just under 76 per cent (ONS Annual Population Survey 2008/09). The employment structure of Harrow is reasonably balanced, with similar proportions of the population working in distribution, hotels and restaurants (23%), finance, IT and other business activities (26%), and public administration, education and health (27%). This distribution is fairly typical of an Outer London Borough (ONS 2008 Annual Business Inquiry).

Indices of Multiple Deprivation 2007

The Index of Multiple Deprivation (IMD) 2007 combines a number of indicators, chosen to cover a range of economic, social and housing issues, into a single

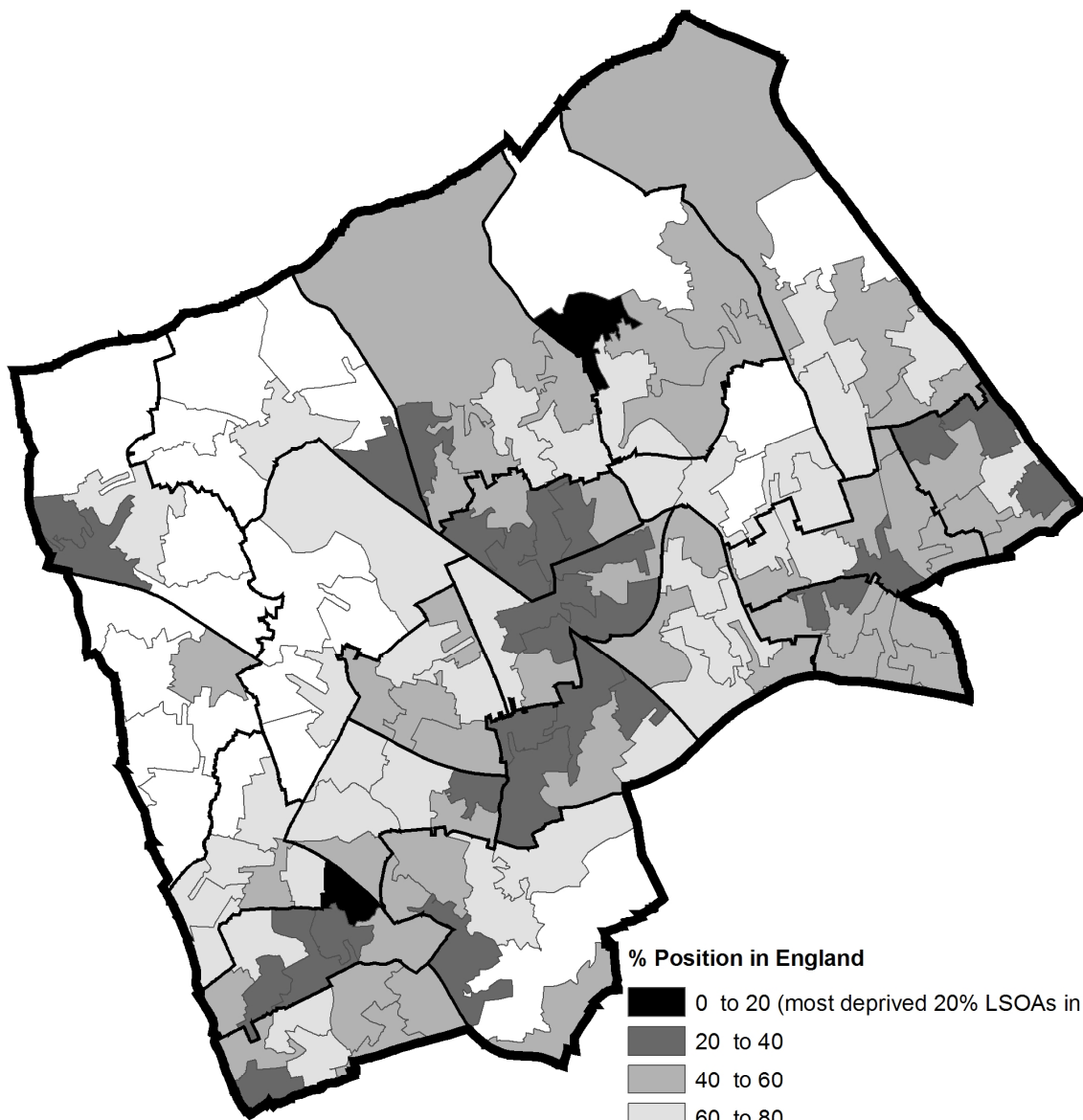
deprivation score for each small area in England called Lower Super Output Areas¹ (LSOAs). This allows each area to be ranked relative to one another according to their level of deprivation. The IMD can be broken down into seven separate indices which relate to income; employment; health and disability; education, skills and training; barriers to housing and services; living environment; and crime.

An in-depth analysis of the IMD can be found in Appendix 2 but the findings show that Harrow's relative deprivation in employment, income affecting children, health and disability, barriers to housing and services and living environmental has increased. That is to say, that on all of these factors, deprivation has increased. By contrast, the national ranking for income affecting older people, education and crime has improved since 2004. In relation to Education, skills and training, Harrow's score is 347 out of 354 meaning that we were one of the least educationally deprived places in the country.






Overall, Harrow has become more deprived in relation to other local authority areas since the previous published Indices of Deprivation in 2004. We are now ranked 196th out of 354 in the overall IMD compared to 232nd in 2004 where 1st is the most deprived. Similarly, within London, Harrow is ranked 25th, compared to 29th in 2004. Just two of Harrow's SOAs (in Roxbourne and Stanmore Park) are in England's 20% most deprived SOAs.

The borough map on the next page shows Harrow's wards and Lower Super Output Areas and which band of relative deprivation each falls into.

¹ Geographical units developed by the Office of National Statistics which have approximately the same number of households and population.



% Position in England

-  0 to 20 (most deprived 20% LSOAs in England)
-  20 to 40
-  40 to 60
-  60 to 80
-  80 to 100 (least deprived 20% LSOAs in England)

Our community

Harrow has one of the most ethnically and religiously diverse communities in the country.

Age

About a fifth (19%) of the population is over the age of sixty, which reflects a significant proportion of our population who could potentially have greater needs in terms of mobility and access to services. The table below gives a breakdown of the population in age groups.

Table 1: Breakdown of age groups

Age Group	Male	Female	All
1-14	20,500	19,200	39,700
15-29	23,100	20,800	43,900
30-44	25,100	24,700	49,800
45-64	25,000	27,000	52,000
65+	13,200	17,600	30,800

Disability

In total, 30,783 (10.05%) of the boroughs population declared having a limiting long-term illness/disability. This shows we have a significant proportion of our service users with some form of disability.

Over 7,600 people in Harrow were recipients of Disability Living Allowance (DLA) in February 2009, a rate of 3.5% of the total population. However, the rate remains below the London and England claimant rates for DLA which were 4% and 4.8% respectively. 12% of the recipients were children under the age of 16, 54% were of working age (16-59) and 34% were aged 60 and over.

Gender

Of Harrow's total population of 216,200, 106,900 (49%) are male and 109,300 (51%) are female.

Ethnicity

Harrow is one of the most diverse places in the country. The figures for Harrow show the total ethnic minority population (not white British) growing from 50.3 per cent in

mid-2001 to 53.4 per cent in 2007, the fifth highest proportion in England.

Between the 2001 and 2011 census, Harrow's population is expected to have grown by 18,900 (a 4.2% increase). The growth will mainly be in the BME population. For example, the current BME school population is 78% BME. BME over 75's are expected to increase by 13% between 2006 and 2026

The table below shows the breakdown of residents in different ethnic groups.

Table 2: Breakdown of Harrow's population in ethnic groups 2007

Ethnic Group	Number	%
White: British	101,100	47.11
White: Irish	7,300	3.40
White: Other White	10,400	4.85
Mixed: White and Black Caribbean	1,600	0.75
Mixed: White and Black African	1000	0.47
Mixed: White and Asian	2,200	1.03
Mixed: Other	1,900	0.89
Asian or Asian British: Indian	47,900	22.32
Asian or Asian British: Pakistani	6,100	2.84
Asian or Asian British: Bangladeshi	1,500	0.70
Asian or Asian British: Other Asian	12,000	5.59
Black or Black British: Black Caribbean	6,600	3.08
Black or Black British: Black African	7,700	3.59
Black or Black British: Other Black	1,100	0.51
Chinese or Other Ethnic Group: Chinese	2,900	1.35
Chinese or Other Ethnic Group: Other	4,300	2

Religion or Belief

Based on the seven religions listed in the 2001 census, Harrow has the highest level of religious diversity of any local authority in

England and Wales. This means that there is a 63 per cent chance that two people at random would be from different religious groups.

In 2001, 47% of Harrow's population were of a Christian faith compared to 58% in London as a whole and 72% nationally. 19.6% of Harrow's residents were of the Hindu faith, which is considerably higher than the London proportion which stood at 4.1% and England's at 1.1%. 7% of the borough's population were Muslim compared to London average of 8.5% and the national average of 3.1%. In 2001, Harrow had the third highest (6.3%) proportion of residents of the Jewish faith after Barnet and Hertsmere, higher than London at 2.1% and England at 0.5%. Nearly 7,800 (3.7%) of Harrows residents were followers of other religions in 2001.

Sexual Orientation

The 2001 census did not have a question on sexual orientation; however 222 persons declared living as same sex couples. It is estimated that 6% of the UK population are lesbian, gay and bisexual (LGB), which would equate to approximately 12,000 of our residents belonging to the LGB community.

Our Commitment to Equality and Diversity

Harrow Council aspires to be at the forefront of promoting equality of opportunity as an employer, service provider, procurer of goods and services and a community leader. We aim to tackle all forms of discrimination and achieve equality irrespective of age, disability, gender, race, religion or belief and sexual orientation. Achieving this is central to delivering the council's vision, which is linked to our Corporate Plan priorities and forms a driving force within the Sustainable Community Strategy; which is key to creating a cohesive community.

What is equality?

Equality is about making sure people are treated fairly and given fair chances.

Equality is not about treating everyone in the same way, but recognising that their needs are met in different ways. Equality focuses on those areas covered by the law, namely the key areas of age, disability, gender, race, religion or belief and sexual orientation.

What is diversity?

Diversity is about valuing individual difference. Diversity is a given and not an option or something to decide to have or not to have. Where there are two or more people, there is diversity. Diversity is difference and we are all different from one another. Our differences include family background, age, gender, ethnic origin, physical abilities, appearance, nationality, sexual orientation, educational background and marital status. A diversity approach aims to recognise, value and manage differences in order to make society a better place for everyone.

Why are Equality and Diversity important?

As a Local Authority, it is important we recognise that our community and service users come from different backgrounds and work towards creating a culture and

practices that recognise, respect, value and harness difference for the benefit of our organisation, service users and Borough. By understanding differences and encouraging others to do the same, we can make Harrow a better place for our service users and communities.

Our Equal Opportunities Policy

We recognise that in our society, groups and individuals continue to be unlawfully discriminated against and we acknowledge our responsibilities to eliminate unlawful discrimination and to promote equality of opportunity and good relations within the rich diversity of Harrow's communities. We first issued a policy statement on equal opportunities in 1980 and have since introduced numerous programmes to promote equality of opportunity for our employees and our services users.

Our Principles and Values

Our Equal Opportunities Policy is underpinned by a number of principles and values, which are to:

- Implement Harrow's equality policies to ensure that employment and service delivery policies address the needs of Harrow's diverse communities.
- Ensure services are responsive and truly accessible to customers;
- Plan, develop and maintain effective communication and information solutions in the way we work that will enable the Council, in partnership with the Trades Unions and workforce, to deliver cost effective and accessible services in the context of an appropriate work life balance;
- Ensure the workforce has the skills and competencies required to deliver a high quality service through effective recruitment, selection and development of staff;
- Encourage partnership and participation

in the development and application of the Council's services, policy and practices;

- Work actively to eliminate all forms of unlawful discrimination, both direct and indirect.

Meeting our statutory responsibilities through a Single Equality Scheme

Our equalities policy and this SES will ensure compliance with current UK equalities legislation highlighted throughout this document. We believe an overarching SES is a positive step forward in making clear our commitments to equality and diversity and identifying our priority outcomes, as well as meeting our statutory requirements under equalities legislation.

This Single Equality Scheme will:

- Provide an overarching framework ensuring a cohesive and integrated approach to equality and diversity across the council;
- Demonstrate the links between the borough's Sustainable Community Strategy, our Corporate Plan and other key strategies and plans;
- Set out our strategic aims and objectives for equality and diversity;
- Demonstrate our corporate commitment and identify roles and responsibilities;
- Promote good relations between people of different backgrounds, equality groups and the wider community in line with the council's commitment to effective community engagement and community cohesion;
- Seek to achieve a workforce that reflects our diverse population and promotes an inclusive working culture based on respect;
- Provide the framework to help us meet the requirements set out in the Equality Framework for Local Government.

The SES will also set out arrangements for:

- Assessing and monitoring policies and functions for any adverse impact in

relation to the six diversity strands i.e. whether any of our policies and functions unintentionally disadvantage any parts of our community;

- Consulting on the likely impact of proposed policies and functions in relation to the six strands and deprivation;
- Publishing the results of assessments, monitoring and consultation;
- Making sure that the public have access to information and services;
- Ensuring staff and members have the skills and knowledge they need in relation to equality and diversity to carry out their roles.

Overall outcomes for the Single Equalities Scheme

As well as the individual actions we will take to promote equalities across all the equality strands, as an organisation, we would like to achieve some key outcomes that have an impact across more than one or across all of the strands. These outcomes will help to develop a better understanding of our community and to encourage greater engagement with local people to help shape and influence how we deliver our services. They will also ensure that we meet all of our obligations under current legislation: we have a 'general duty' to eliminate discrimination, promote equality of opportunity and good community relations between people of different backgrounds. This general duty is supported by a number of specific duties, which will be addressed through these cross cutting outcomes.

We know this scheme cannot work in isolation from everything else we are trying to achieve as an organisation and through our partnerships – particularly Harrow Strategic Partnership– and so we clearly identify what we are planning to do to progress equalities in Harrow and how that links to our corporate outcomes in **Table 3**.

How we developed our Single Equalities Scheme

In writing this Scheme, we have tried to be inclusive, open and transparent and this has been demonstrated through our consultation. The consultation was carried out in two stages. The first stage included an online questionnaire for our residents, service users, partners and stakeholders, and focus groups organised through Harrow Association of Disabled People for disability groups and Harrow Association of Voluntary Services for all other voluntary and community groups in the borough. We also attended meetings of various groups including the Older Peoples Reference Group and Harrow Lesbian Gay Bisexual Transgender (LGBT) Forum to consult on the Scheme.

Two workshops were organised to consult members of staff, as well as an online questionnaire which was circulated through the Departmental Equalities Task Groups and the communications team. Elected members were also sent a link to the questionnaire. We also attended meetings of the staff support groups (For example, Harrow Council Black Workers Group, and Staff LGBT Forum) to consult them on the scheme.

The second stage included a consultation on the draft Scheme and the proposed action plan. This included publishing the Scheme on our website and publicising it widely to staff, elected members, partners, stakeholders, residents and service users.

The key findings from the consultations are summarised below:

Our Staff said:

- Equality and diversity are important and need to be mainstreamed across the council;
- Equalities should be central to our recruitment process;

- Further equality and diversity training is needed for all (especially frontline) staff, especially on LGBT and cultural awareness;
- There should be mandatory equality and diversity training for all managers;
- Staff forums are a positive step but need more support from managers;
- We have good accessible services but there is room for improvement;
- The workforce and members are largely representative but need to improve representation across all levels;
- There should be more consultation and engagement with staff on the development of policies and services;
- The appointment of the Equalities Officer is very positive and a way forward;
- Vitality profiles need to be shared and publicised widely;
- Improved mapping of communities will improve understanding of the needs of people living here;
- There should be improved communication and raised awareness of equalities and diversity across the council;
- There needs to be full commitment from all senior managers, staff and members;
- We need to visit more organisations and schools to talk about what we do at the council, so all people can see and hear.
- Equality monitoring should be extended to all diversity strands.

Our communities said:

- Employment of Disability Advisor from HAD and an Equalities Officer is positive;
- The Council should be honest and transparent and show full commitment to equalities and diversity;

- There needs to be a focus on outcomes and reducing inequality;
- We should work towards a representative workforce at all levels;
- The Access Group should be involved in and influence planning decisions, which is good practice;
- Ensure equality and diversity training is compulsory for all staff and elected members;
- Frontline staff should receive specific training to understand needs of service users e.g. Disability and Cultural Awareness;
- We need to raise awareness of the council's commitment to equalities and diversity and the SES to all staff and members;
- Work with the voluntary sector to deliver equality and diversity training for staff;
- Celebrate diversity with more community events e.g. International Day of Disabled People, LGBT History Month;
- Harrow Strategic Partnership needs to be more representative and have equalities at the heart of all its work;
- We should improve communication and engagement with communities;
- Extend Hate Crime reporting to all areas of the borough and raise awareness amongst staff, members and communities;
- We should develop a community engagement strategy and move away from paper exercises.

Our Partners said:

- We should work in partnership to reduce inequalities across the borough;
- We should develop a central point for data sharing on our communities to set joint equality objectives;
- We should work together to avoid duplication;
- We need to raise awareness around

equality monitoring and data collation;

- We need clear and concise equality and diversity objectives and policies to be published;
- More research is required around LGBT needs and requirements within the borough;
- More research around asylum seekers/refugees is needed to understand their needs;
- There should be more diverse events at Harrow Arts Centre.

So what have we done with all this information?

We have tried to make sure that the Scheme Action Plan reflects what we have been told by our communities, staff, members and partners. As well as contributing to the **key objectives** for our Scheme, the feedback from the consultations also helped us to shape and develop our SES as a whole.

Some positive feedback

- Employment of Disability Advisor from HAD and Equalities Officer is positive;
- Under One sky is a brilliant way of celebrating our borough's diversity;
- A workforce that is generally representative of the borough;
- The council is pro-active in promoting equality and diversity and celebrating cultural events;
- Support to staff forums e.g. Black Workers Group is good;
- Corporate Equalities Group is open and transparent;
- Generally, the Council as a whole has good practices and policy in these areas and it is important that it continues to do;
- Community cohesion is strong;
- The Council is good at monitoring and reporting on statistics relating to employees;
- The council is committed to equality and diversity and willing to consult and implement new ideas

Table 3: The cross cutting outcomes to be delivered by this Scheme

Objective	Corporate Priority	CREATE Value(s)
Develop a modern and diverse workforce to reflect the community we serve	<ul style="list-style-type: none"> • Improving support for vulnerable people • Building stronger communities 	<ul style="list-style-type: none"> • Respect • Actively One council • Taking Responsibility • Engaged Communication
Improve the data the council has on its residents and service users so all decisions can be taken and services developed in light of strong intelligence	<ul style="list-style-type: none"> • Improving support for vulnerable people • Building stronger communities 	<ul style="list-style-type: none"> • Customer First • Respect • Taking Responsibility
Ensure of residents, service users and staff can influence through effective communication and community engagement;	<ul style="list-style-type: none"> • Improving support for vulnerable people • Building stronger communities 	<ul style="list-style-type: none"> • Customer First • Engaged Communication • Actively One council • Taking Responsibility • Energise and Improve
Deliver responsive services and customer and increase customer satisfaction	<ul style="list-style-type: none"> • Improving support for vulnerable people • Building stronger communities 	<ul style="list-style-type: none"> • Customer First • Respect • Engaged Communication • Actively One Council • Taking Responsibility • Energise and Improve
Reduce inequalities through corporate commitment and partnership working	<ul style="list-style-type: none"> • Improving support for vulnerable people • Building stronger communities 	<ul style="list-style-type: none"> • Customer First • Respect • Engaged Communication • Actively One Council • Taking Responsibility • Energise and Improve
Promote diversity and community cohesion both within the council and the borough	<ul style="list-style-type: none"> • Improving support for vulnerable people • Building stronger communities 	<ul style="list-style-type: none"> • Respect • Engaged Communication • Actively Once Council • Energise and Improve

Our Responsibilities and Progress as an Employer

We are one of the largest employers in the borough and, as an employer, we want to lead the way in promoting equality and diversity and to be an employer of choice for people who want to work for an employer committed to equality of opportunity and developing a diverse workforce to reflect the community we serve.

As an employer, we have different responsibilities under each of the equality duties; this section explains how we will work towards meeting these requirements.

Our equality objectives as an **employer** are:

- Integrate equality of opportunity into all our functions and policies;
- Recruit and value a workforce that reflects the diverse makeup of Harrow's communities;
- Take positive action where there is under-representation in our workforce;
- Ensure all employees understand the vision and corporate priorities of the Council and the standards of behaviour both towards colleagues and members of the public that we expect from them;
- Make clear the action an employee or potential employee may take if s/he feels unfairly treated;
- Provide training to relevant employees so that they can actively put this policy into practice.

Equality of opportunity in employment

We are committed to promoting equality of opportunity in all aspects our recruitment and selection processes and are committed to a policy of equal opportunity for all existing and potential staff. Assessment for recruitment, selection, and appraisal, training and career progression is based

entirely on the individual's ability and suitability for the work.

We aim to provide a working environment where staff are valued and respected, and where discrimination, bullying and harassment are not tolerated. We are committed to developing a workforce which is representative of the community it serves at all levels and taking positive action to remedy the under representation. The Equality Framework for Local Government also contains a whole section on working towards achieving 'a modern and diverse' workforce.

Annual Equality Report

In line with the Employment Duty, the Council produces an annual equality report in relation to race, disability and gender on:

- The number of staff in post and at what grade;
- The number of applicants for employment, training and promotion;
- The number of staff who receive training;
- The number of staff who are involved in grievance procedures;
- The number of staff who are subject to disciplinary procedures; and
- The number of staff who cease employment with the Council.

Progress on workforce diversity and equality is reported to elected members annually at the **Employee Consultative Forum**.

Our most recent Annual Equality Report published in March 2010 covered the periods from 2007-08 and 2008-09 and showed that as of 31st March 2009, the council employed 6,361 members of staff, including school-based staff. At the time, equality monitoring information on staff was only collected for age, gender, disability and race. However, the Council is in the

process of reviewing its monitoring policy with a view to extending the monitoring to all diversity strands to include religion or belief and sexual orientation.

The full report is published on our website, however a breakdown of the council's workforce is summarised below:

Age

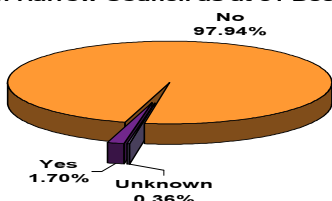
Table 4: Breakdown of council's workforce in age groups

Age	Male	%	Female	%	Total
16 - 24	80	1.26%	203	3.19%	283
25 - 34	308	4.84%	897	14.10%	1205
35 - 44	339	5.33%	1261	19.82%	1600
45 - 54	410	6.45%	1554	24.43%	1964
55 - 64	340	5.35%	878	13.80%	1218
65 +	31	0.49%	60	0.94%	91
Total	1508	23.71%	4853	76.29%	6361

The table above shows that the Council continues to have an older workforce with the greatest concentrations being aged between 35 and 54. The greatest proportion of employees continues to be in the 45 to 54 age range, i.e. almost a third of the council's workforce. There continues to be fewer than 5% of employees under the age of 25 and a small number of staff are aged 65 or over. The increasing age of the workforce will lead to high turnover in future years and potentially high numbers of vacancies, increasing costs of temporary or agency cover and recruitment and retention difficulties. Plans to start to address this position where possible are reflected in the Strategy for People Action Plan.

Disability

Disability in Harrow Council as at 31 December :



The percentage of staff (headcount) that declared a disability in 2007/08 was 2.20%, 2.08% in 2008/09 which fell to 1.70% as of 31 December 2009 demonstrating a continuing reduction in the numbers of staff declaring a disability. This is somewhat contradicted by the staff survey where 8% of respondents stated that they were disabled. The proportion of disabled people that apply for jobs with the council is low at 4% of applicants for the year to 31 March 2009.

In order to improve on our performance, two activities have already been undertaken. Firstly, the application form used by candidates for jobs was considered to be deterring disabled people from applying for jobs with the council or of declaring if they had a disability. The question on disability has been modified to encourage more disabled people to declare. Secondly, staff may become disabled whilst employed by the council and there is currently no system for gathering information on this change. Employee Self Service (direct employee access to personal records) is being rolled out across the council from 2009/10 and staff will be asked to update their employment records so that more accurate information is held.

We will continue to promote and work towards meeting the requirements of the 'Positive about Disabled People' initiative and explore further initiatives to improve in this area.

Gender

The gender proportions (headcount) in the workforce for 2007/08 were 76.80% women and 23.2% men. In 2008/09, the proportions were 76.29% women and 23.71% men – broadly similar to previous years. This continues to exceed the proportion of women in Harrow's general population, which is 51.22%.

Race

The percentage of Black, Asian and Minority Ethnic (BAME) staff (headcount) in

the workforce in 2007/08 was 31.51% and 33.50% in 2008/09. In the previous year, the percentage was 30.70% demonstrating a continuing improvement in increasing the number of BAME staff employed. The council's aim is have a workforce that is representative of its local community. Based on the GLA Ethnic Group Projections for 2008, the percentage of working age (18-65) people from BAME community in the local community is 52.03% and the BAME general population in Harrow is 51.19%. We recognise that the composition of our workforce remains lower than both the BAME general population and the BAME working age population of Harrow and we will endeavour to increase our BAME workforce.

The Council, year-on-year, shows an increasing proportion (one-third) of the workforce made up of BAME staff. The chart below shows that the majority of these staff are represented in the lower pay bands with decreasing levels of representation until an increase is evident at pay band 6.

Monitoring the outcomes of recruitment and selection processes shows that 50% of the internal promotions made during 2008/09 were of BAME staff. However, the proportion of externally recruited BAME people has fallen to 42% of appointments. In order to improve on our performance in this area, a sub-group of the Corporate Equalities Group has been established to undertake a closer analysis to understand why external BAME applicants are less successful than internal BAME staff.

Table 5: Ethnicity by payband in Harrow Council (including school staff) as at 31 December 2009

Group	Payband 1	Payband 2	Payband 3
White	50%	59%	66%
BAME	38%	31%	26%
Unknown	11%	9%	7%
Unclassified	1%	1%	1%
Group	Payband 4	Payband 5	Payband 6
White	73%	88%	80%
BAME	23%	7%	13%
Unknown	3%	4%	7%
Unclassified	1%	1%	0%

Recruitment initiatives

- The Council has entered into a **Local Employment Partnership** with JobCentrePlus. A Job Brokerage scheme has been established led by HRD and the Regeneration Unit to co-ordinate recruitment to posts.
- We have used the **Kickstart** recruitment initiative for recruiting 10 trainee Benefits Officers for the Revenues and Benefits department. Training Synergy worked in partnership with the department to attract, assess, select and induct suitable candidates.
- We brokered the development of a **Voluntary Sector on-line advertising service** with Jobsgopublic and Harrow Association for Voluntary Services. This enabled the 200+ voluntary sector organisations within Harrow to post their vacancies on a bespoke website. On the Council's own job vacancy pages on our website, there is now a clear link for candidates to view vacancies within the voluntary sector.

We are also pursuing various avenues to promote job opportunities to all members of the community.



These include retaining our commitment to the Job Centre Plus Positive about Disabled People scheme which

allows the council to use the two tick logo on its recruitment forms, letterheads and website.

To build on our good practice and commitment of developing a diverse workforce, we can consider further initiatives including Age Positive and Stonewalls Diversity Champions programme.

Equality Act 2010

There is a specific duty requiring public authorities with 150 or more employees to publish the gender pay gap in their organisation and the percentage of ethnic minority and disabled people they employ. We will build this requirement into our annual equality monitoring report.

Employment and equal pay – including recruitment

Despite the introduction of the Equal Pay Act in 1970, latest figures from the Annual Survey of Hours and Earnings (ASHE) show the gender pay gap (as measured by the median hourly pay excluding overtime of full-time employees) widened between 2007 and 2008. The gap between women's median hourly pay and men's was 12.8 per cent, compared with a gap of 12.5 per cent recorded in April 2007, when it was at its lowest since records began. The median hourly rate for men went up 4.4 per cent to £12.50, while the rate for women increased by 4.1 per cent to £10.91.

The table below shows that women are represented predominantly in the lower pay bands with a sharp decline between pay bands 5 and 6. The salary ranges for these pay bands are shown on page 18. Action to understand why there is a declining

proportion of women in higher pay bands will be taken as well as action to address the issues identified.

Table 6: Gender by payband in Harrow Council (including school staff) as at 31 December 2009

Gender	Payband 1	Payband 2	Payband 3
Male	83%	74%	75%
Female	17%	26%	25%
Gender	Payband 4	Payband 5	Payband 6
Male	67%	58%	27%
Female	33%	42%	73%

One requirement of the gender equality duty is that the Council must: “consider the need to include objectives to address the causes of any gender pay gap”. Such objectives must focus on the three main causes of this gap, which are pay discrimination, caring responsibilities and occupational segregation. The last category means that, if necessary, the Council must avoid the concentration of men and women into particular occupations, which can promote traditional gender stereotypes such as women doing admin work and men undertaking more manual roles.

To ensure that women are not under-represented in the higher paid jobs within the council (often referred to as the “glass ceiling effect”), every year the council provides data to the Audit Commission showing the percentage of its female employees who are in the top 5% of its overall earners. As of March 2010 for Harrow this was 48.28%.

Corporate Equality and Diversity Performance Indicators

A number of performance indicators measure our performance against developing a diverse workforce. The table below tracks our performance against these indicators over the last three years.

Table 7: Our performance against equality in employment performance indicators

Performance Indicator	08/09	09/10	10/11 Target
BV11a –top 5% of earners authority that are women.	46.15%	48.28%	50%
BV11b –top 5% of earners that are from a BAME group.	16.15%	16.55%	20%
BV11c –top 5% of earners authority with a disability	3.85%	1.38%	3%
BV16a - % employees of the total workforce declaring a disability.	2.10%	1.91%	3%
BV17a - % of BAME employees	36.52%	37.34%	39%

The table shows that there has been a steady increase in BV11a and BV17a but a decrease in indicators 11c, and 16a. In order to identify initiatives and actions to improve our performance in equalities in employment, a sub-group of the Corporate Equalities Group has been set up to address this.

Training and development

The Council recognises the importance of raising awareness of the specific equality duties under the Public Equality Duties and their implications on us a Local Authority, and ensuring all staff and elected members have access to adequate equality and diversity training to develop their

knowledge, skills and understanding to carry out their roles.

Our corporate learning and development programme offers a range of equality and diversity courses which include:

- An e-learning module on Equality Impact Assessments which is currently being rolled out to all middle managers and above;
- A half day classroom session on EqIAs open to all staff interested in developing their knowledge on EqIAs;
- Two half day Disability Equality training for staff delivered through our contract with Harrow Association of Disabled People (HAD);
- Two half day Diversity and Cultural Awareness sessions provided by Focal Vocal which include a theatrical performance and role play looking at types of discrimination, barriers in service delivery and improving frontline services and customer care.

The Corporate Induction for all new starters includes a section on equality and diversity which briefly looks at our corporate policies, public duties and mainstreaming equalities across the organisation. The managers' induction also includes an hour long section on 'Equality and Diversity' which elaborates further on the content from the corporate induction. The induction programme for newly elected members also includes similar material.

Our **Middle Management Development Foundation Programme**, accredited by the Institute of Leadership and Management, was launched in October 2008. Delivered by our partner, Capita, by July 2009, 220 managers (40% of whom were BAME) had been through the 7 module programme with 80% demonstrating satisfaction that it had met its objectives.

In order to ensure the equality and diversity training is adequate and accessible for all

staff and elected members, we will:

- In partnership with the organisational development team and customer services, undertake a needs analysis of equality and diversity training with a view to rolling out 'Customer First' training for all frontline staff;
- Undertake a comprehensive review of the equality and diversity training with a view to developing a corporate equality and diversity training programme;
- Continue to provide equality and diversity training as part of the corporate induction;
- Continue to provide equality and diversity training as part of the managers induction;
- Continue to provide ongoing training and support on EqlAs;
- Review and develop an equality and diversity programme for members;
- Produce and distribute diversity at work handbook for both staff and elected members.

Protection of carers

The Equality Act 2010 extends protection for persons who are 'linked to' or 'associated with' a person who is of another sexual orientation, race or religion, to disability, gender and age or gender reassignment. We have a range of staff benefits, e.g. special leave requests, flexible working, compressed hours which all staff can request. The council is also working with members of staff to establish a staff Carers Forum.

Our Responsibilities and Progress as a Service Provider

As a service provider we have different responsibilities under each of the duties and this section details the methods we will use to meet the different requirements of the duties.

As adopted in our Equal Opportunities Policy, our equality objectives as a **service provider** are to:-

- Provide equal access to service users and potential service users.
- Provide services that recognise and are sensitive to the cultural needs of our diverse communities.
- Encourage the participation of service users so that they can influence the way their needs are met.
- Seek to influence partner organisations in a collective commitment to Equality of Opportunity.

Although we have made good progress in embedding and mainstreaming equalities across the organisation to improve our services, we are aware we could improve which we hope to do through this SES.

Equality Impact Assessments (EqIA's)

The Race, Disability and Gender Equality Duties require local authorities to assess all their functions, policies and procedures for potential adverse impact or discrimination with regards to race, disability and gender. However, in Harrow we also assess for adverse impact against age, religion or belief, sexual orientation and socio economic inequality.

EqIAs provide a self assessment tool to identify the equality consequences of a service, function or policy for particular groups or communities. The assessments ensure that any adverse impact or discrimination on a particular group or sector of the community can be eliminated or minimised by specific actions. By

carrying out EqIAs, we can make sure we do not discriminate but promote equality and diversity and ensure everyone can access our services.

In line with our responsibilities, we have recently undertaken a review (Test of Relevance) of all our functions, policies and services assessing for relevance and prioritised them as High, Medium or Low. This review also informed the departmental and Corporate EqIA Programme for the next three years (2011 / 13) (Appendix 3).

All completed EqIAs will be published on the council's website and any actions arising from them will be incorporated into service plans to ensure implementation and monitoring.

Equality Framework for Local Government (EFLG)

In April 2009, the Equality Standard was superseded by the Equality Framework for Local Government which has been simplified, incorporates the latest equalities legislation and duties and emphasises outcomes rather than processes. The new framework consists of three (developing, achieving, excellent) levels instead of five under the old standard. There are key achievements for local authorities to demonstrate under each of the new Levels. In addition, there are five key components to the new Framework which are called the **Five Areas of Change Management**: which are:

1. Knowing your communities and equality mapping
2. Place shaping, leadership, partnership and organisational commitment
3. Community engagement and satisfaction
4. Responsive services and customer care
5. A modern and diverse workforce

Our progress - Following an internal peer assessment in 2008 the Council declared it

had achieved Level 4 of the old Equality Standard for Local Government. Subsequently, a commitment was made to achieve the 'Excellence' level of the new framework by March 2012.

As part of developing this SES, a Council wide internal audit was undertaken against the 'Excellent' level of the new Equality Framework. The audit highlighted some good practice and also areas in which we can improve. Actions from this assessment have been incorporated into the SES Action Plan.

Equality monitoring and how the information will be used

We have a statutory duty to monitor for any adverse and differential impact in terms of race, gender and disability. Any information gathered will be used to improve existing services and functions, or introduce new ones, as appropriate. The information will also inform EqIAs and the development of service equality objectives and targets. In addition, the information can be used to monitor the impact of our policies and practices on recruitment, development and the retention of employees.

We recognise that, in many cases, we have only limited information and evidence about the extent to which our services and functions take account of our service users' age, disability, gender, race, religion or belief and sexual orientation.

We acknowledge that it will take time to build up a body of evidence against which we can monitor progress. We will use some of the following methods to gather information:

- equality impact assessments;
- formal surveys;
- local networks;
- our own customer, resident, staff and councillor surveys;
- analyses of complaints;

- service/policy specific monitoring and consultation;
- feedback at community events.

We also recognise that monitoring by equality strands can be a sensitive issue, and that some people do not understand why we want to have this information about them. We will ensure that with any monitoring we undertake, we will fully explain the reasons why we are collecting data and that it will help us to ensure our services are accessible by all and that no barriers exist when people are trying to access our services.

We will ensure that our staff are trained in equality monitoring and confident in explaining to our customers why we are asking for the information and what it will be used for.

Procurement

Procurement's role in addressing equalities and diversity is two fold – firstly, the Council promotes equalities and diversity within its procurement processes and practices. The objective is to offer fair, open and equal access to all opportunities by advertising on the council's website and a process that is robust to ensure that no bidder is discriminated in any way.

Secondly, within tender processes, equality and diversity is a key award criterion and all potential contractors, suppliers, bidding to deliver services on behalf of the council have to be compliant with all new legislative requirements on equalities and diversity.

In order to achieve this, the council has a procurement strategy in place that offers guidance notes and templates to council officers that highlights the importance of procurement services in local councils to pro-actively promote equalities and diversity in line with new legislative duties in this area.

To ensure our procurement practice is fair and open to all potential suppliers and

contractors and that they comply with our equality and diversity policies, all stages of the procurement process highlight our commitment and ask applicants to demonstrate their commitment and practices in promoting equality of opportunity.

We will ensure that our procurement policies and practices support the SES by:

- insisting that our appointed contractors share and help deliver our equal opportunities goals;
- making sure our selection and tendering processes positively address and include equality considerations;
- rigorously monitoring our contracts for compliance;
- including appropriate terms and conditions;
- training staff in equalities issues for procurement.

Ensuring public access to Information and services

We recognise that individual members of the public and sections of our community may experience barriers in accessing information and services. We therefore make an overarching commitment through this scheme to ensure that our information and services are available in accessible formats.

We will seek to improve access to information and services by ensuring:

- all information is written in plain English;
- all information is available in accessible formats such as Braille, large print, CD;
- a clear strap line is on information leaflets explaining how to obtain information in accessible formats;

Our last Access to Services inspection by the Audit Commission in 2007 recognised that we provide ‘fair access to services’ with uncertain prospects for improvement. The audit acknowledged the council had a

‘strategic approach to equalities and diversity and it understood the complexities of delivering services to a diverse community.’

We were also commended for providing ‘good access to services through the One Stop Shop and contact centre known as Access Harrow, with full disabled access, translation services and with a self-serve kiosk for payments, giving local people increased equality of access to services.’

Access Harrow, one of our first business transformation projects, is a ‘one stop shop’ and call centre for a range of services. This was established in 2006 and was recognised as Contact Centre of the Year in 2007 (Good Communication Awards) and awarded the Cabinet Office Customer Service Excellence award in 2009. We benchmark Access Harrow performance against other London Boroughs as part of the Customer Services for London Group. In January, 2010 Access Harrow outperformed other Boroughs on technical knowledge and was best for overall satisfaction. We were ranked second in customer service.

A mystery shopping exercise carried out through December 2009 to January 2010 showed an improvement in three of the four channels compared to a similar exercise in October – November 2008.

The table below shows the outcome of this exercise and the satisfaction level in percentages.

Table 8: Mystery shopping exercise, access channels

Period	Email	Letter	Phone	Visits
Oct – Nov 08	48%	30%	56%	71%
Dec 09 – Jan 10	47%	50%	60%	81%

There was also an improvement in four of the five areas with regards to location and

accessibility. Adequate parking went up from 23% to 100% and the signage to disabled toilets from 51% to 56%.

Compliments and complaints

As well as completing questionnaires and attending focus groups, individual services can encourage people to use the compliments and complaints procedure for feedback on good service as well as areas for improvement. This information is used in carrying out Equality Impact Assessments to inform policy development and help improve services.

DRAFT

Communication, Consultation and Partnership Working

Communication

The Council recognises that one of the challenges to improving resident satisfaction is how we inform them about the many services and benefits the Council provides. We also recognise that we need to take specific action to overcome communications barriers with regard to accessibility due to disabilities and language. In order to address these issues, we have recently produced a Corporate Identity Guide that brought in a consistent look and feel for all communications developed in partnership with Harrow Association for Disabled and advice from the Royal National Institute for the Blind.

We inform our residents about our services in a number of channels including the Council's bi-monthly magazine *Harrow People*, and specific campaigns that focus on a single issue or topic.

We have also recently updated our website to improve its accessibility and DDA compliancy. However, we appreciate we can improve on this further and will undertake an impact assessment to identify further improvements.

With regards to internal communication, the communications team produce a weekly staff newsletter (The Grapevine), access to the Hub (Harrows Intranet Site) and also use regular Staff Communication Updates via email. We also have a monthly Chief Executive's newsletter and quarterly staff newsletter 'The Arrow' which is cascaded to all staff including those who don't have access to a computer.

As well as receiving these publications, councillors have a dedicate newsletter called the Member Information Bulletin.

Consultation and community engagement

The involvement of our residents, service

users, staff, elected members, stakeholders and partner organisations is essential to ensure their needs and requirements are incorporated in policy and service development to deliver responsive services.

As well as consulting members of the public, we consult with various community and voluntary groups representing specific sections of our community. However, we realise we can improve on our consultation and particularly we want to obtain the views of groups who are the "seldom heard". This will involve developing new and innovative means of consultation.

We also consult internally within the Council, including with elected members, Corporate Strategy Board (Chief Executive and Corporate Directors) Corporate Leadership Group (Directors and Divisional Directors), Managers Forum (Heads of Service, Service Managers and Senior Professionals), Staff Support Groups, staff and the trade unions. However, we appreciate we could improve on this by looking at ways to consult and engage more with members of staff such as the Departmental Equalities Task Groups.

The Council's Consultation Strategy (2009) set out how the Council intended to raise its level of consultation performance to match current and future expectations by having a coordinated and effective approach to consulting our community. This is being pursued by using a range of methods such as our residents' panel which consists of 1,200 residents that are a representative sample of our population, focus groups, service users groups, e-participation etc.

The Consultation Toolkit provides detailed guidance on best practice in consultation from choosing the best methodology, carrying out Equality Impact Assessments to analysing and feeding back the results, processes for co-ordination, and a

database of consultation outcomes through a consultation finder. In the current financial climate, consultation is even more important as the decisions with significant consequences will have to be taken over the next couple of years.

Disability Forum

In 2009, the Council established a Disability Forum consisting mostly of people with a disability to advise on policy development and review. The Forum has the ability to comment on emerging policies and have their views reported to the Cabinet.

Place Survey

The Place Survey provides information on people's perceptions of their local area and the local services they receive. Some of indicators within the Place Survey link to equality and diversity and community cohesion. The results of these from the 2008/09 Place Survey highlighted that:

- 76% of respondents believed people from different backgrounds get on well together in their local area, which is the same as London as a whole.
- 55% of respondents felt they belonged to their neighbourhood, which is higher than London (51%) as a whole.
- Only 5% said race relations needed to be improved in Harrow compared to 6% in London as a whole.

These results highlight that the borough performs well on the indicators relating to equality and diversity. The Place Survey has now been discontinued by the Government.

Staff networks and groups

Staff networks and groups are useful forums, not just for staff gaining peer support, but also for specific equality areas to have an active role in influencing decision-making processes across the organisation.

We have four corporate staff groups:
Harrow Council Black Workers Group,

Staff Disability Forum, Staff Lesbian Gay Bisexual Transgender Forum and a Staff Carers Forum. All groups are supported by the council and staff allowed time off to attend meetings. The chairs of these groups are also invited to the Corporate Equalities Group to provide opportunities for generic equality issues to be raised.

Staff Survey

The staff survey helps the council to take the temperature of the organisation in relation to levels of satisfaction and motivation, opinions on management and supervision, the quality of communications and learning and development, and to invite feedback on employment conditions and the working environment. The survey gives staff an opportunity to voice their opinions in confidence and to help the council meet its aims of being an employer of choice.

Results for 2009 paint a positive picture of improvement for the organisation. Eighty per cent of indicators show an improvement since 2008, including 30 showing a significant positive shift in views about the organisation.

Table 9: Fairness and Equality (staff survey)

Indicators ranked by impact on factor	2008 %age	2009 %age
Harrow demonstrates through its actions that it is committed to being an equal opportunities employer	52%	60%
I am treated with fairness and respect at Harrow	55%	62%
Systems for reward and recognition in Harrow are fair and transparent	22%	34%

Results for all three indicators are more positive, with the indicator for systems of reward and recognition being fair and transparent seeing a significant increase, though it remains the lowest score at 34%. It is however significantly higher than The

Work Foundation benchmark.

The most important factors in terms of engagement are the Council's commitment to being an equal opportunities employer and people feeling that they are treated with fairness and respect, and both indicators attract the agreement of almost two thirds of staff.

As with other indicators, while results are positive for the organisation as a whole, results by different groups vary more widely.

Looking at other groupings, we see that staff with disabilities are less likely to agree with any of the positive indicators, and have particularly negative opinions about the fairness and transparency of the reward and recognition systems.

By ethnicity, respondents of Caribbean origin are less likely to feel that the council demonstrates its commitment to equal opportunities or that they are treated with fairness and respect, while 'other' ethnic groups are less positive across the board. By sexuality, gay and lesbian respondents are less positive across a number of factors.

The Staff Survey results showed that we have improved in demonstrating that the Council is committed to being an equal opportunities employer. However, this perception varies between black, Asian and white staff and by those with disabilities or who are lesbian, gay or bisexual. To understand and develop responses to this, we will:

- explore this issue further and take action to improve performance and perception on equalities;
- ensure that Directorate Equalities Task Groups consider equalities issues arising from the staff survey;
- develop and implement a programme to support minority staff into senior positions.

Partnership Working

The council recognises the importance of working with partners and this section briefly looks at some of our key partnership projects which include reducing inequalities, promoting equality of opportunity and tackling discrimination. Whilst working in partnership, we are still responsible for meeting the general duty to promote race, gender and disability equality.

Some examples of partnership working addressing inequalities are listed below:

- **The Harrow Strategic Partnership (HSP)** The HSP is a group of key local public, business and voluntary sector organisations, including the Council, working together to improve the quality of life for everyone in the Borough. They have recently updated the Community Strategy for the Borough which includes the ambition to 'Improve the quality of life, by reducing inequalities, empowering the community voice and promoting respect and becoming the safest borough in London' which includes working to reduce inequalities within the borough.
- **Harrow Hate Crime Forum** The multi agency forum on racial harassment was set up in 1995 and comprises representatives from a number of local community/voluntary and statutory groups- all specialists in the area of racial harassment. The Forum monitors the extent, frequency, patterns and features of racial and religious harassment in Harrow. The Forum discusses its causes and effects, and advises and assists in the creation and implementation of preventative measures. Residents and service users can report a Hate Crime through one of the 24 Third Party Reporting centres. Over 2010/11 the Hate Crime Forum will be expanding the Third Party Reporting sites to cover all six diversity strands.

The Harrow Community Roadshow

2009 was devised and implemented in response to evidence of under-reporting and under-recording of hate crime and community tension issues in the borough. Many victims of hate crime had reported that they were not aware of Third Party Reporting, Crown Prosecution Service investigative and court procedures.

Thousands of flyers, key literature and memorabilia have been distributed around the borough which detail telephone numbers, email addresses, walk in centres and websites where people can report hate crime and community tension issues. Further information has also been distributed about investigative procedures of the local authority and criminal justice agencies. Over 1,000 residents of Harrow were engaged either by consultation through questionnaires, the confidence thermometer, and talking face to face via interviews on camera.

The way members of the public can report crime to police in Harrow has recently significantly improved. Since April this year, residents have been able to report a crime in person and make enquiries at a new **Police Information Centre** located at the Civic Centre, which offers many people a more convenient way of reporting a hate crime. This is another partnership initiative between the council and the police to deliver a public service, epitomising partnership working.

- **The Interagency Somali Taskforce** - is an award winning example of partnership working where the Council, Police, NHS Harrow, Job Centre Plus, VCS have come together to address the challenges facing the local Somali Community. The project won the best project under the community development awards in February 2010.
- **Improving Health and Wellbeing** - with the exception of Black Caribbean and

Irish populations, all other minority ethnic groups have lower rates of adherence to the Chief Medical Officer's recommendations. Due to Harrow's diverse population, it is important that our programmes cater for the different needs of our community to achieve increased physical activity rates. For example, women's badminton sessions are now held at the Harrow Leisure Centre to encourage participation of more women from an ethnic minority background. The programme has been very successful, and, as a result, plans are being put in place to sustain the programme for a longer period of time. Iwanaaji Somali Disabled Association was also awarded over £12,000 in December 2009 by the Harrow Partnership to increase Somali adults' participation in sport. The project was launched in February 2010 and to date three Somali Women have been trained as Community Walk Leaders in collaboration with Harrow NHS. Focus groups have also been held with 100 Somali people with the majority attending being woman. Selective badminton and swimming programmes have since been set up as a response to their described needs.

- **Narrowing the Gap Golden Threads programme** - Harrow is a high achieving education authority. However, as is the case with many other authorities, we have some groups which are not achieving as well and our high achieving schools include students from more deprived families and students who under achieve.

To help these pupils, we have focussed a large amount of work around the attainment gap between pupils from Black Caribbean, Somali and our White working class communities and their peers in Harrow's Schools. We have implemented a Narrowing the Gap Golden Threads programme throughout our schools in Harrow, which includes working with the school leadership to

integrate and lead on Narrowing the Gap initiatives in their school improvement plan.

The performance of our Black Caribbean pupils has increased at both Key Stages 2 and 4, with 44% of our Black Caribbean pupils achieving 5+ A*-C GCSEs including English & Maths. This result places Harrow above both national attainment and a majority of our Statistical Neighbours. Similarly the performance of our White British pupils eligible for free school meals at Key Stage 4 has significantly improved over the last two years.

- **Specialised Weekend School** - In May 2009 a pilot project began, which was delivered jointly by Harrow Council and PAIWAND (An Afghan community association specialising in running Supplementary Schools). The aim of the project was to establish and successfully run a weekend school for 50-60 disadvantaged children from Harrow studying at Key Stage 1 and 2. The young people assisted all met the national 'narrowing the gap' definition of disadvantage. The project successfully surpassed its original target of 60 children and the project currently supports about 100 children, who all are from the targeted groups, with a further 40 identified by schools on the waiting list. Initial results show that virtually all children have made progress including, moving up sets, and parents have commented that children are 'catching, or have caught up with their peers.'
- **The Recession Busting Group** was established to reduce the impact of the recession in Harrow. The Group comprises cross-council senior officers and external partners, that include Job Centre Plus, Citizen's Advice Bureau, Harrow in Business, the Primary Care Trust and Harrow Association of Voluntary Services. (HAVS) In August 2009 funding was provided to HAVS to

deliver workshops for their member organisations.

The main aim of the workshops was to increase awareness and understanding amongst Harrow's voluntary and community organisations of what help is available for their clients during the recession. The workshops covered themes which were highly relevant to voluntary and community organisations and their clients including Employment and Flexible Working, Debt, Employment, Benefits, and Legal Advice, Mental and Emotional Wellbeing, and Housing Issues.

- **London Equalities Network** - The council is part of the London Equalities Network which aims to build a strong partnership of practitioners across the capital who work together, to deliver real equalities outcomes for those who live, work and visit London. This includes sharing best practice to ensure a consistent approach across the county and working in partnership to reduce inequalities.

Public Equality Duties

Race Equality Duty

In response to the Stephen Lawrence Inquiry report, the government toughened race relations legislation by giving public authorities a legal duty to promote race equality. The aim of the duty is to make race equality a central part of the way public authorities work, by putting it at the centre of policy-making, service delivery, regulation and enforcement, and employment practice.

Amendments were made to The Race Relations Act 1976, with statutory orders being introduced in 2001, which gave public authorities a statutory duty to promote racial equality (commonly referred to as the Race Equality Duty). As a result, all public bodies need to ensure that they are meeting the challenge of ensuring race equality and promoting race equality by:

- eliminating unlawful racial discrimination;
- promoting equality of opportunity;
- promoting good relations between persons of different racial groups.

Specific Duties

The duty requires us to produce a coherent strategy and race action plan, covering all relevant functions and policies. We have to make clear how we plan to meet both the general and specific duties; linking our corporate aims and objectives to our overall approach to racial equality and include an action plan, setting out how this will be delivered. We are required to:

Monitor by racial group the number of:

- applicants for employment, training and promotion;
- staff in post.

Employers with more than 150 full-time staff, must also monitor by racial group staff who:

- benefit or suffer detriment as a result of performance assessment procedures;
- cease employment;
- are involved in grievance procedures;
- are the subject of disciplinary procedures;
- receive training.

The results of this monitoring have to be published annually, and we must use the data collected to show that we are actively meeting the three elements of the general duty in employment functions.

With regard to the specific duties for policy making and service delivery, we are required to publish a Race Equality Scheme (this SES) which includes:

- a. a statement of the functions and policies we have assessed as being relevant to the general duty to promote race equality; and
- b. our general duty to promote race equality, setting out our arrangements for meeting the duty by:
 - monitoring policies for any adverse impact on race equality;
 - assessing, and consulting on, the likely impact of proposed policies;
 - publishing the results of assessment, consultation and monitoring;
 - making sure that the public have access to information and services;
 - training staff on the general duty.

Disability Equality Duty

The Disability Discrimination Act 1995 was amended by the Disability Discrimination

Act 2005 which places a statutory General Duty (known as the Disability Equality Duty) on all public authorities to promote disability equality. The 2005 Act provides a robust legislative framework which requires Councils actively to promote disability equality. This means when carrying out their functions and services, we must have due regard to the need to:

- Eliminate discrimination that is unlawful under this Act;
- Eliminate harassment of disabled persons that is related to their disabilities;
- Promote equality of opportunity between disabled persons and other persons;
- Take steps to take account of disabled persons' disabilities, even where that involves treating disabled persons more favourably than other persons;
- Promote positive attitudes towards disabled persons;
- Encourage participation by disabled persons in public life;

'Due regard' means that in all our decisions and functions, the council should give due weight to the need to promote disability equality in proportion to its relevance. It will not always be possible for the council to adopt the course of action which will best promote disability equality.

For disabled people this could mean treating them more favourably to ensure that there is equality of outcome. For example, under the two tick disability initiative candidates who meet the essential criteria are guaranteed an interview.

Specific Duties

The specific duties are intended to provide a framework to help us to plan, deliver and evaluate action to meet the general duty and to report on these activities. The specific duties state that we must:

- publish a disability equality scheme (included in this Single Equality Scheme);
- involve disabled people in producing the scheme and action plan;
- show what actions are taken in the scheme, and what appropriate outcomes are achieved;
- report on progress and revise the scheme.

Definition

The Disability Discrimination Act (DDA) 2005 defines a disabled person as someone who has a physical or mental impairment that has a substantial and long-term adverse effect on his or her ability to carry out normal day-to-day activities.

Disability covers a variety of impairments such as:

- Learning disabilities;
- Mental health issues;
- Mobility impairments;
- Blindness and partial sight;
- Deafness and hearing impairment
- Progressive long-term health conditions.

Using the widest definition, there are more than 11 million disabled people in the UK, more than one in five of the adult population and one in twenty children.

Gender Equality Duty

The Equality Act 2006 places a statutory General Duty (known as the Gender Equality Duty) on all public bodies. This means, that when carrying out its functions and services, the council must have due regard to the need to:

- Eliminate unlawful discrimination and harassment; and
- Promote equality of opportunity between men and women.

'Unlawful discrimination' in relation to gender is defined as:

- Direct and indirect discrimination on grounds of sex;
- Discrimination on the grounds of pregnancy and maternity leave;
- Discrimination on the grounds of gender reassignment;
- Direct and indirect discrimination against married persons and civil partners;
- Victimisation;
- Harassment and sexual harassment.

The general duty applies to the council's policy-making function, its role as an employer and provider of local services and also its responsibility to exercise any statutory discretion and its decision-making. The duty also extends to public services and functions that are undertaken by contractors.

As well as considering issues of gender equality when making decisions about the future, the Council must also take action to tackle the consequences of decisions in the past which failed to give due regard to gender equality. This will entail identifying and addressing any significant inequalities resulting from policies currently in place.

Whilst there is a tendency to focus on equality for women when looking at gender issues, this Scheme equally applies to men as well as the particular needs of transsexual and transgender people where they suffer discrimination because they have undergone, or are about to undergo gender reassignment.

Specific Duties

To support progress in delivering the general duty, there are also a number of specific duties that the council must comply with and these are to:

- Produce and publish a gender equality scheme (included in this SES);
- Implement the actions set out in the scheme within three years;

- Publish an annual progress report;
- Review of the scheme every three years.

Violence against women and girls

Harrow Council is actively involved in ending all forms of violence against the person, specifically targeting Violence Against Women because of the disproportionate impact and the fact that it is both a cause and consequence of inequality. To achieve this Harrow Council has employed a Violence Against Women and Girls Coordinator who works proactively across the multi agency partnership to ensure there is a coordinated strategic approach to tackling violence.

By March 2011 there will be an **Interpersonal Violence Strategy** in place which will provide a coordinated approach to tackling all forms of violence against the person in Harrow. This is to address the often fragmented approach and provide links across all forms of violence to better meet the needs of victims (who often experience more than one form of violence). It will also aim to remove the crisis driven approach and put prevention at the heart of the strategy. The types of violence covered by this strategy include:

- Domestic Violence and Abuse
- Forced Prostitution
- Forced and Early Marriage
- Female Genital Mutilation
- Honour Based Violence
- Trafficking and Exploitation
- Sexual Violence (including rape)
- Stalking and Sexual Harassment

To accompany the strategy will be a **multi agency action plan** to ensure that the locally driven strategy directly tackles all forms of violence against the person. The Governance of the strategy and the action plan is through the Safer Harrow Management Group which monitors performance and delivery. There are also strategic links with the Harrow Local

Safeguarding Children's Board, the Harrow Adult Safeguarding Board and engagement with key practitioners and the community.

The Action Plan is broken into three categories: **Prevention, Provision and Protection** with the ultimate aim of tackling all forms of violence against the person. This involves commissioning services, monitoring delivery and performance, ensuring effective partnership working, specialist training and end-to-end support for victims.

To ensure the strategy and action plan are delivered effectively, support is in place for:

- Training frontline professionals, managers and councillors;
- victims of domestic and sexual violence
- Local campaigns and media
- Sanctuary Scheme
- Referrals to perpetrator schemes
- Consultation with survivors of interpersonal violence and the professionals that work with them
- Refuge places
- A Community led Domestic Abuse Forum
- Monthly Multi Agency Risk Assessment Conference meetings
- Links to the West London Rape Crisis Centre

The ending of specific grants and restrictions on the extent of LAA Reward Grant has resulted in a large proportion of the voluntary sector capacity for supporting survivors of Domestic Violence coming to an end by March 2011.

Age Equality

The Employment Equality (Age) Regulations 2006 make age discrimination illegal in the workplace, in employment, vocational training, promotion and working conditions. They do not cover the provision of goods and services.

Lawful discrimination

At the moment It is not unlawful to discriminate on the grounds of age if:

- there is an **objective justification** for treating people differently – for example, it might be necessary to fix a maximum age for the recruitment or promotion of employees (this maximum age might reflect the training requirements of the post or the need for a reasonable period of employment before retirement);
- where a person is older than, or within six months of, the employer's normal retirement age, or 65 if the employer doesn't have one, there is a specific exemption allowing employers to refuse to recruit that person;
- the discrimination is covered by one of the **exceptions or exemptions** given in the regulations – for example pay related to the National Minimum Wage.
- there is a **genuine occupational requirement** (GOR) that a person must be of a certain age – for example, if you are producing a play which has parts for older or younger characters.

We recognise the importance of recruiting and retaining valuable employees and will not use age or age-related criteria in recruitment and selection. As part of the job application process, candidates can voluntarily complete an Equality Monitoring form to enable the Council to analyse recruitment and produce annual reports.

Religion or Belief

The Employment Equality (Religion or Belief) Regulations 2003 made it illegal to discriminate against someone directly or indirectly on the grounds of religion and belief in employment, vocational training, promotion and working conditions.

Under the Regulations, employers also have the following obligations:

- to ensure that all staff and service providers are aware of the regulations;

- not to discriminate when exercising public functions;
- to ensure services are provided in such a way that no-one entitled to use any service is disadvantaged in receiving it by reason of religion or belief;
- ensure adverts for goods, facilities, services and premises can reasonably be understood to indicate the intention to act in a way that is not unlawfully discriminatory;
- not to discriminate when disposing of premises, i.e. when selling or renting property;
- not to refuse to fund a group or activity that they would otherwise fund simply because of the religion or belief of the group, or put barriers in their way because of their religion or belief.

Part 2 of the Equality Act 2006 prohibits discrimination on grounds of religion or belief (or lack of religion or belief) in the provision of goods, facilities and services, in education, in the use and disposal of premises, and in the exercise of public functions. It provides protection from religion or belief discrimination that is similar to the protection provided on grounds of race and sex.

Sexual Orientation

The Employment Equality (Sexual Orientation) Regulations 2003 make it unlawful to discriminate against someone directly or indirectly on the grounds of sexual orientation. The Equality Act (Sexual Orientation) Regulations 2007 make it unlawful to discriminate in the provision of goods, facilities and services on the grounds of sexual orientation.

Under the Regulations, employers also have the following obligations:

- to ensure all staff and service providers are aware of the regulations;
- not to discriminate when exercising public functions;

- ensure services are provided in such a way that no-one entitled to use any service is disadvantaged in receiving it by reason of sexual orientation;
- ensure adverts for goods, facilities, services and premises can reasonably be understood to indicate the intention to act in a way that is not unlawfully discriminatory;
- not to discriminate when disposing of premises, i.e. when selling or renting property;
- not refuse to fund a group or activity that they would otherwise fund simply because of the sexual orientation of the group, or put barriers in their way because of their sexual orientation.

Discrimination and civil partnerships

The Regulations do not change the existing legal position regarding where and how civil partnerships can be formed.

Civil partners will thus be able to bring a discrimination claim on grounds of sexual orientation against a provider of goods and services who denies them access to a benefit or service being offered to a married person in a similar situation. Similarly, where mixed-sex unmarried couples are offered a particular service or benefit, it would be expected that these should also, where appropriate, be made available to same-sex couples who are not in a civil partnership.

Equality Act 2010

The Equality Act 2010 received Royal Assent on 8 April 2010 and the primary aim of the Act is to consolidate and harmonise the existing equality legislation. However, it will also introduce some significant new provisions.

The Act introduces a Single Equality Duty incorporating all of the existing duties but also extending this to age, religion or belief, sexual orientation and socio economic disadvantage.

What is the socio-economic duty?

The Equality Act introduces a duty on public bodies to consider, when they are making strategic decisions, how their decisions might help to reduce the inequalities associated with socio-economic disadvantage.

It is not entirely clear how this will work in practice but a public body might consider how their strategic thinking influences inequalities in health, education or the work place.

Our progress and achievements

Since the implementation of our first SES, we have made some real progress with regards to promoting equality of opportunity, tackling discrimination, reducing inequality and promoting community cohesion. A comprehensive list of our achievements can be found in Appendix 4 but some of our key achievements are listed below:

- Carried out a comprehensive review assessing all our functions, services and policies for relevance to the Equality Duties but also extending this to age, religion or belief and sexual orientation
- Maintained our commitment to Job Centre Plus' Positive about Disabled People incentive
- Continued our partnership work with DisabledGo to produce a detailed online access guide to the area. The guide to Harrow covers 1041 venues and was launched after an extensive and unprecedented research exercise in 2006.
- Delivered two half day sessions on Diversity and Cultural Awareness training through a theatrical company looking at potential barriers and discrimination in frontline services which was attended by 48 members of staff.
- Continued to support Harrow Council Black Workers Group, staff Lesbian Gay Bisexual Transgender Forum, staff Disability Forum and staff Carers Forum which are self organised groups and meet on a bi-monthly basis. The role of the groups is to provide a forum for employees to discuss issues and concerns, with a view to communicating them to the Council in order to inform, influence and effect change.
- Women's badminton sessions are now held at the Harrow Leisure Centre to encourage participation of more women from an Black Asian Minority Ethnic background
- Celebrated International Women's Day in March 2010
- In partnership with the Staff Lesbian Gay Bisexual Transgender Forum, Metropolitan Police, Harrow Hate Crime Forum, Harrow Police and Community Consultative Group and North West Lesbian Gay Bisexual Transgender Forum held a film showing for staff and members of the public to mark International Day Against Homophobia (IDAHO)
- In celebration of Harrow's multicultural community, the council in partnership with the Harrow Interfaith Council launched an Open Faith Weekend in November 2009. Participating places of worship opened their doors to the wider public to promote a better understanding of their faith. As a first event of its kind, 15 places of worship participated. This followed a successful evening event with representatives from nine faiths in an open discussion question and answer forum with attendance of nearly 100.
- Secured funding to support workless parents and those on household incomes below £20K per annum into sustainable employment.
- We were the first London Local Authority to launch a dedicated youth website to empower young people to access local services.
- Introduced Saturday burials at the

- Carpenders Park cemetery to accommodate the particular requirements of certain faith groups (particularly Muslims) for burial at the earliest opportunity following death.
- Provided cash flow support to Healthy Living Centre, provides work placements opportunities to residents with learning disabilities
 - Funded workshops for voluntary sector groups on support available to the communities they represent during the recession
 - Worked with various voluntary organisations to improve benefit take up amongst older people. Between Jan and Dec 2009 this included reviewing the benefits eligibility of 2872 individuals resulting in a £4.4m in additional benefit take up.
 - Delivered Learning Disability Awareness Training for all staff in Access Harrow
 - Delivered a Management Development Foundation programme for middle managers – 40% of those who attended were BAME
 - Xcite – contracts with MIND, Harrow Association of Disabled People (HAD), HASVO to provide employment support disabled people, and members of Somali community. Employment support to residents in social housing
 - Adults and Housing produced an older people's handbook, which provides information about services, health and well being to promote independence, choice and flexibility.
 - Funded Harrow Citizen Advice Bureau to establish an advice kiosk in Wealdstone
 - Funded Harrow in Business to provide training to unemployed residents wishing to set up their own businesses
 - Delivery of Future Job Fund to provide work for long term unemployed young people into work
 - Delivered two half day sessions on Diversity and Cultural Awareness training through a theatrical company looking at potential barriers and discrimination in frontline services which was attended by 48 members of staff
 - Springboard Development programme for women
 - Carried out a comprehensive review of assessing all the Council's functions, services and policies for relevance to the equality duties to develop an EqIA programme for each directorate
 - Adopted Accessible Homes Supplementary Planning Document requiring new residential development to be built to lifetime and wheelchair homes standard

Implementing our Single Equalities Scheme

We will deliver our Scheme through implementing the action plan and continuing to mainstream equalities throughout the organisation and the borough.

Roles, structures and responsibilities

Elected Members and staff at all levels are responsible for ensuring they work together to identify and remove barriers to equality and behave and work in accordance to our Equality Policy.

The **Chief Executive** is responsible for leading the organisation in its commitment to achieve equality.

Directors, Chief Officers and Heads of Services are responsible for ensuring that all employees, customers, contractors and suppliers are aware of the policy and that this scheme is implemented in all parts of the management and departmental structures. Practices within each directorate and service should be monitored and reviewed to ensure equality and diversity are promoted in all their forms and there are no discriminatory practices which affect employees or the services they provide.

Managers and supervisors are responsible for delivering good practice in their services and amongst their staff, providing support and direction to achieve equality.

We have a Councillor Champion for equalities (Cllr Graham Henson) who is a member of the Council's Executive and an Officer Champion (Corporate Director of Adults and Housing, Paul Najsarek) who is also the Chair of the Corporate Equalities Group.

The corporate Policy Officer for Equalities and Diversity develops and oversees this corporate programme of work and manages our overall response to the

equality agenda. The Corporate Equality Officer is based in the Policy and Partnerships team in the Chief Executives Directorate.

Supporting structures have been established to ensure that we are able to deliver on our equality and diversity improvement priorities while ensuring ownership at all levels.

Corporate Equalities Group (CEG): is chaired by the Officer Champion for equalities and is made up of a representative from each directorate's senior management team, staff support groups, external community groups and the unions. The group is responsible for taking a strategic overview of the Council's obligations to and opportunities for promoting equalities, embedding and mainstreaming equalities and diversity across the organisation.

The group also receives reports on corporate equality performance and such as the workforce monitoring report recommendations to take to the Corporate Strategy Board (CSB) for approval.

Departmental Equalities Task Groups (DETGs): are chaired by each directorate's representative at the CEG and consists of senior representatives from each service with the directorate. DETGs are responsible for supporting the CEG and identifying and implementing responses arising within their directorates.

Reporting on the Progress of the Scheme

This Scheme sets out our approach to equality and diversity and key priorities for the next three years with a corporate Action Plan. The Action Plan includes specific actions we will take in order to achieve the cross cutting objectives of the SES. This was developed following a corporate assessment against the 'Excellent' criteria of the EFLG and includes proposed actions to achieve the 'Excellent' accreditation by March 2012 as well as actions put forward from each directorate. The plan shows our strategic actions, responsibility for the actions, lead officers and directorates and the timescale for delivery.

Directorates and Services are responsible for helping deliver the Action Plan. We will report each year on the progress of our outcomes and priorities set out within our Scheme. Each directorate will produce a six monthly progress report for the CEG highlighting progress made as well as any challenges and the Policy Officer for Equalities and Diversity will be responsible for producing an annual overview of our progress for the CEG and the Overview and Scrutiny Committee.

This will provide an opportunity for key decision makers and interested stakeholders to challenge progress, support delivery and identify and address any issues that affect the whole organisation.

The Scheme will be reviewed at least every three years and a revised Scheme developed following the review. We will also review the Scheme as and when necessary due to legislative changes.

Single Equalities Scheme Action Plan

Develop a Modern and Diverse workforce to reflect the community we serve										
Action	Directorate / Lead	Target Date	How will we measure our success	Action relates to:						
				Age	Disability	Gender	Race	Religion or Belief	Sexual Orientation	Socio – economic
To improve diversity of workforce across the council, implement 'Strategy for People'	HRD	Ongoing	Strategy for People implemented and targets reviewed	X	X	X	X	X	X	
To identify any positive patterns or trends of concern; and reporting of previous year's actions, produce Annual Equalities in Employment report (retrospective) to Employee Consultative Forum and consequent publishing on website.	HRD	December 2010 and thereafter annually by same month	Annual report produced and presented to relevant boards	X	X	X	X	X	X	
Extend monitoring social identity of agency workers and include in the Annual Equalities in Employment report	HRD	Jan 2011	Monitoring undertaken and included in report	X	X	X	X	X	X	
To ensure workforce reflects community we serve and build a truly diverse workforce, extend Equality Monitoring to include religion or belief and sexual orientation into recruitment processes	HRD	Jan 2011	Religion or belief and sexual orientation included in recruitment monitoring					X	X	
To establish make up of workforce and review targets, update social identity of workforce to include religion or belief and sexual orientation	HRD	March 2011 (subject to funding availability)	Workforce review completed	X	X	X	X	X	X	

Ensure all middle managers have undertaken the online EqIA training	Equalities Officer ETG Chairs	Jan 2011	All middle managers completed training	X	X	X	X	X	X	X	X
Deliver EqIA training to Cabinet members to develop their understanding on equality implications in decision making	Equalities Officer Members development	Jan 2011	Cabinet Members trained on EqIAs	X	X	X	X	X	X	X	X
To improve representative of BAME staff in senior positions, develop and implement a programme to support minority staff into senior positions to increase	HRD	March 2011	Programme implemented				X				
To increase knowledge and awareness, develop and implement a suite of Equality and Diversity e-learning training for staff as part of Learning Pool	HRD Equalities Officer	March 2011	Equality and Diversity suite developed and incorporated into Learning Pool	X	X	X	X	X	X	X	X
To increase knowledge and awareness, develop and implement a suite of Equality and Diversity e-learning training for members as part of Learning Pool	Equalities Officer Policy & Partnerships	March 2011	Equality and Diversity suite developed and incorporated into Learning Pool	X	X	X	X	X	X	X	X
To increase awareness of our Equality and Diversity policies, Public Duties, equalities legislation and their implications on the council, produce a 'Diversity at Work' handbook including and disseminate to all staff and members.	Equalities Officer Policy & Partnerships	April 2011	Handbook produced and disseminated	X	X	X	X	X	X	X	X
Ensure Equality & Diversity training is provided for all Income Management staff	Housing Strategy	June 2011	Training delivered	X	X	X	X	X	X	X	X
To encourage applicants and improve LGBT representation of staff, explore feasibility to of signing up to Stonewalls Diversity Champions programme	HRD	July 2011	Signed up to Stonewalls Diversity Champions							X	
Ensure all elected members have undertaken the online EqIA training	Equalities Officer Members development	Dec 2011	All elected members completed training	X	X	X	X	X	X	X	X
Undertake a remote working pilot designed to trial more flexible and modern working practices.	Legal & Governance Services	Dec 2011	Pilot undertaken and monitored for take up	X	X	X		X			X

In response to the directorates Training Needs Analysis and improve awareness of customer needs, deliver a mandatory 'Customer First' (Equality and Diversity) training to all front line staff across the council	Equalities Officer HRD	Dec 2013	All frontline staff attend 'Customer First' training	X	X	X	X	X	X	X	X
Develop and commence implementation of Council wide Flexible and Mobile working strategy	Head of Business Management	Dec 2013	Strategy developed and implemented	X	X	X	X	X	X	X	X

Improve the data the council has on its residents and service users so all decisions can be taken and services developed in light of strong intelligence

Action	Directorate / Lead	Target Date	How will we measure our success	Action relates to:						
				Age	Disability	Gender	Race	Religion or Belief	Sexual Orientation	Socio – economic
Monitor concessionary travel pilot	Corporate Finance	Jan 2011	Monitoring completed	X	X	X	X	X	X	
Develop a corporate policy and guidance document on Equality Monitoring for staff and service users.	Equalities Officer – Policy & Partnerships	March 2011	Document produced, published and disseminated	X	X	X	X	X	X	
Publicise and share Harrow Vitality Reports amongst directorates and partners to assist in service development and agreeing equality objectives	Research and Information	June 2011	Reported publicised and shared within the council and amongst partners	X	X	X	X	X	X	X
Refresh the Joint Strategic Needs Assessment (JSNA) and produce report to inform service development and planning.	Adults and Housing	June 2011	JSA refreshed and reports produced and disseminated	X	X	X	X	X	X	X

Establish a central point on the council's website to share this data with partners to utilise when developing policies, services and agreeing objectives, through the development of a local intelligence database	Corporate Performance	Dec 2011	Central data sharing point established and publicised	X	X	X	X	X	X	X
Develop a profile of housing tenants to develop and improve services around their needs	Housing Strategy	March 2011	Profile established on all six diversity strands	X	X	X	X	X	X	X
Review and update Harrow Vitality Report	Research and Information	March 2012	Vitality Report reviewed, published and disseminated	X	X	X	X	X	X	X

Ensure of residents, service users and staff can influence through effective communication and community engagement

Action	Directorate / Lead	Target Date	How will we measure our success	Action relates to:						
				Age	Disability	Gender	Race	Religion or Belief	Sexual Orientation	Socio – economic
Establish an overarching Equalities body for the borough	Community Development	Jan 2011	Equalities body established	X	X	X	X	X	X	
Introduce quarterly newsletter 'Equality Matters' for staff and members to communicate and engage on equality matters	Equalities Officer Chief Executives	Jan 2011	Implementation of newsletter	X	X	X	X	X	X	X
Further enhance their influence by involving them in key decision making groups, meeting with the Director of	Young People's Services	Jan 2011	Youth parliament continues to be an active voice within the	X						

Children's Services and our politicians and Establish our local Youth Parliament so that it has a central influencing role			community								
To ensure representation of all staff groups and community organisations, review membership of the CEG	CEG	March 2011	Compositions of CEG reflects all diversity strands	X	X	X	X	X	X		
Undertake annual users and carers survey to establish feedback with a view to improving services	Transformation manager	March 2011	Annual survey undertaken	X	X	X	X	X	X	X	
Review membership of the Residents Panel to ensure it reflects the diverse population of Harrow	Policy and Partnerships- Chief Executives	March 2011	Compositions of the Panel reflects all diversity strands	X	X	X	X	X	X		
Revise the community involvement toolkit to improvement engagement with BAME, Disability, Faith and LGBT groups	Policy and Partnerships- Chief Executives	March 2011	Toolkit reviewed and updated	X	X	X	X	X	X	X	
Review the corporate communications Strategy	Chief Executives	May 2011	The corporate communications strategy and practice enhances and reflects equality in all council activities and publicity material	X	X	X	X	X	X	X	
Review Corporate Style Guide to ensure it incorporates accessibility requirements and clear print guidelines as best practice	Communications	March 2011	Style Guide reviewed and updated	X	X		X				X
Analyse data from consultations to understand the needs of local people and review and adapt service provision to meet needs more effectively.	Adults and Housing	March 2011	Analysis undertaken and reported disseminated to inform service development	X	X	X	X	X	X	X	
Set up a multi agency steering group representative of all service users to assist in the development and delivery of the Universal Information and Advice Strategy	Housing	June 2011	Multi Agency Steering Group established	X	X	X	X	X	X	X	
Review the Tenants and Leaseholders	Housing Strategy	July 2011	TLCF reviewed and	X	X	X	X	X	X	X	

Consultative Forum (TLCF) to ensure it represents the service users			members represent all diversity strands								
Increase satisfaction amongst staff and service users who feel they can influence service and policy development	HRD	Dec 2011	Surveys undertaken and measured against NI4 (% of people who feel they can influence decisions)	X	X	X	X	X	X	X	X
Issue satisfaction survey relating to Payroll & Contracts, Pensions services.	Corporate Finance	Jan 2012	Survey undertaken	X	X	X	X	X	X	X	X
Engage with Elected Members & staff to provide feedback to LGPS consultation documents	Corporate Finance	Jan 2012	Consultation undertaken	X	X	X	X	X	X	X	X
Continue to produce and publish the Chief Execs newsletter 'The Grapevine' to all staff	Communications	Monthly	Newsletter produced and published	X	X	X	X	X	X	X	X
Continue to develop and publish staff newsletters to keep staff informed of strategy developments and items of interest.	Adults and Housing	Bi-monthly	Newsletter produced and published	X	X	X	X	X	X	X	X
Continue to produce and publish Harrow People magazine for residents and service users	Communications	Quarterly	Magazine produced and delivered	X	X	X	X	X	X	X	X
Continue to produce and publish 'Talking Communities' newsletter on a quarterly basis	Community Development	Quarterly	Newsletter produced and published	X	X	X	X	X	X	X	X
Continue to produce and publish Neighbourhood Champions newsletter	Community Development	Quarterly	Newsletter produced and published	X	X	X	X	X	X	X	X
Continue to produce and disseminate Homing In magazine for tenants	Housing	Quarterly	Newsletter produced and published	X	X	X	X	X	X	X	X
Continue to publish THAT Magazine targeting young people in Harrow	Young People's Services	Twice yearly	Magazine published and distributed	X	X	X	X	X	X	X	X
Undertake a review on council's website with a view to improve accessibility	Communications	Dec 2011	Review undertaken	X	X		X				X
Review Equality and Diversity web pages to ensure updated information and	Equalities Officer Chief Executives	March 2012	Web pages updates	X	X		X				X

council policies and projects										
Review Equality and Diversity pages on the Intranet (HUB) to ensure updated information and council policies and projects	Equalities Officer Chief Executives	March 2012	Intranet pages updated	X	X		X			X

Deliver responsive services and customer care and increase customer satisfaction

Action	Directorate / Lead	Target Date	How will we measure our success	Action relates to:						
				Age	Disability	Gender	Race	Religion or Belief	Sexual Orientation	Socio – economic
Work with parents and children with disabilities, especially those with complex needs, to transform short break opportunities; and to support such families through transitions (e.g. primary to secondary school), in particular when they move to Adult services	Children with Disabilities	Jan 2011	Short Breaks programme fully in place and more children remaining at home with their families NI 54	X	X					
Continue to review debt management process to ensure consideration of customer	Corporate Finance	Feb 2011	Review undertaken	X	X		X			X
That at least 30% of eligible service users/carers have a personal budget	Adults and Housing	March 2011	Target achieved	X	X	X	X	X	X	X
EIA to be carried out in respect of emergency planning – specifically in relation to the provision of rest centre facilities in the event of a major incident in the community	Corporate Finance	March 2011	EqIA completed and actions implemented	X	X	X	X	X	X	X

Review and re-launch the Enablement Service to improve personalisation and allow individuals to remain within their communities	Adults and Housing	April 2011	Service re-launched	X	X	X	X	X	X	X	X
Achieve Louder than Words accreditation	Policy and Partnerships- Chief Executives	June 2011	Accreditation achieved	X							
Undertake a review of cemeteries to make them more accessible, for example extending Saturday burials to other cemeteries in Harrow.	Legal and Governance Services	June 2011	Review undertaken and where possible action taken to improve accessibility	X		X	X				X
Build and open an Extra Care Sheltered Housing block to provide an alternative to residential care. ensuring it incorporates the needs of residents with disabilities and those from different cultures, religions and backgrounds	Adults and Housing	June 2011	Development opened catering to the needs of service users	X	X	X	X	X	X	X	X
Following customer feedback and monitoring of complaints, develop Service Standards for the Directorate to deliver responsive services and improve customer satisfaction	Adults and Housing	July 2011	Service Standards developed and publicised for implementation	X	X	X	X	X	X	X	X
Enable more children and young people with disabilities to gain access to high quality universal, targeted and specialist play and leisure activities.	Special Needs Services	July 2011	Aim Higher project for disabled children including access to play and leisure	X	X						
Undertake a review of all polling stations to ensure they are accessible and DDA complaint	Legal and Governance Services	Dec 2011.	All polling stations are DDA compliant	X							
Increase the percentage of council buildings that meet the DDA requirements	Place Shaping	Dec 2011	Proportion of Council buildings open to the public that meet an agreed accessibility standard	X							

Review existing provisions and undertake an access to information (interpretation and translation, British Sign Language) services review to identify gaps in provision and take necessary action to develop a corporate policy and guidance.	Corporate Procurement	March 2012	Review undertaken and corporate policy and procedures in place and publicised	X	X	X	X	X	X	X
Set up a network (recruit 2000) of Neighbourhood Champions across the borough	Community Development	March 2012	2000 Neighbourhood Champions recruited and trained	X	X	X	X	X	X	X
Increase the number of people who say they receive fair treatment from local services	Chairs of DETGs (Note: DETGs have an important role to play in making sure impact assessments are carried out across their department)	March 2012	People who state they receive fair treatment from local services in relation to disability, ethnicity, gender, religion/belief, sexuality and age NI140	X	X	X	X	X	X	X
Implement corporate programme of EqIA's	Lead Officers (Note: DETGs have an important role to play in making sure impact assessments are carried out across their department)	Dec 2013	Programme of EqIA's completed, signed off and published	X	X	X	X	X	X	X

Reduce inequalities through corporate commitment and partnership working										
Action	Directorate / Lead	Target Date	How will we measure our success	Action relates to:						
				Age	Disability	Gender	Race	Religion or Belief	Sexual Orientation	Socio – economic

Review Service Level Agreements (SLA's) to ensure services are delivered in line with corporate priorities and services delivered help to reduce inequalities within the borough	Adults and Housing	Jan 2011	Review undertaken and SLA's demonstrate action to reduce inequalities	X	X	X	X	X	X	X	X
Work with the Police to acquire and distribute smartwater property marking solution to 40% of the boroughs households to prevent burglary and other acquisitive crime	Community Development	March 2011	At least 40% of households receive smartwater property markers	X	X	X	X	X	X	X	X
Ensure young people leaving care get the best possible start to help them achieve independence.	Young People's Service	April 2011	Reduced proportion children leaving care who are NEET (NI 147, 148)	X							
Ensure that there is affordable, high quality and accessible childcare available across Harrow through the implementation of the Childcare Sufficiency Assessment.	Integrated Early Years and Community Services	April 2011	Child care exceeds targets and supports most vulnerable (NI 118)	X							
Review our procurement policy and practice to ensure they comply with the latest Equality and Human Rights Commission (EHRC) guidance	Corporate Finance	June 2011	Assessment of policy and practices against EHRC 2012 Charter.	X	X	X	X	X	X	X	X
Extend Hate Crime reporting to all diversity strands	Community Development	March 2011	Policy reviewed and published	X	X	X	X	X	X		
Concentrate on narrowing the gap at the end of the Foundation stage, for Black Caribbean pupils and for White British pupils eligible for free school meals	Achievement and Inclusion	July 2011	Performance Gap is narrowed (NI 72, 92, 102, 107, 108)	X			X				
Target those at risk of offending and exclusion, in particularly the disproportionate number of at risk black young people represented in the youth justice system, by providing them with opportunities engage in constructive	Young People's Services	July 2011	Summer University programme successfully targets key groups at risk (NI 111, 114)	X			X				

activities things and be productive											
Work in partnership with the Police and Harrow Hate Crime Forum to tackle Hate Crime and harassment experienced by people in Harrow	Community Development	Ongoing	Analyse and produce an annual report for necessary action	X	X	X	X	X	X		
Continue to work with our User Lead Organisation (ULO) (Harrow Association of Disabled People - HAD) to assist in the development and delivery of our Universal Information Advice Strategy	Housing Strategy	Ongoing	Universal Information Advice Strategy developed	X	X	X	X	X	X	X	X
Work in partnership with the Domestic Violence Forum and the Strategic Board to reduce domestic violence experienced by people in Harrow	Policy and Partnerships	Ongoing	Number of repeat cases seGen by Multi Agency Referral and Assess Conference (MARAC) remain below 25% NI32		X						

Promote diversity and community cohesion both within the council and the borough											
Action	Directorate / Lead	Target Date	How will we measure our success	Action relates to:							
				Age	Disability	Gender	Race	Religion or Belief	Sexual Orientation	Socio – economic	
Supporting the Mayor's theme of office for 2010/11 which is celebrating cultural diversity . This involves positive engagement with a broad range of community, faith, and other interest	Legal and Governance Services	April 2010 to April 2011.	Programme of events delivered to support the Mayoral Theme of Office	X	X	X	X	X	X	X	

groups when organising the Mayor's schedule of engagements.											
Review Corporate Events Calendar to ensure the events reflect all diversity strands	Community and Environment	March 2011	Calendar reviewed and reflects all diversity strands	X	X	X	X	X	X		
Continue to support carers through organising and delivering an event to mark Carers Week	Adults and Housing	June 2011 and then annually	Events delivered	X	X	X	X	X	X	X	X
Implement the Community Cohesion Action Plan	Community Cohesion Manager	March 2012	Action Plan implemented	X	X	X	X	X	X	X	X
Increase the number of residents who feel that people of different backgrounds get along together in their area	Community Cohesion Manager	March 2012	Increase in percentage (currently 76%) NI1	X	X	X	X	X	X	X	X

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Appendix 1 – Equalities Legislation

Age	Employment Equality (Age) Regulations 2006	Outlaws age discrimination in employment and vocational training. The Regulations apply to workers, applicants for jobs, employees, ex-employees, elected members, temporary staff from agencies and people on work experience.
Disability	Disability Discrimination Act 1995 and (Amendment) 2005	<p>General duty to:</p> <ul style="list-style-type: none"> • Promote equality of opportunity between disabled persons and other persons. • Eliminate discrimination that is unlawful under the Act. • Eliminate harassment of disabled persons that is related to their disabilities. • Promote positive attitudes towards disabled persons. • Encourage participation by disabled persons in public life • Take steps to take account of disabled persons' disabilities, even where that involves treating disabled persons more favourably than other persons
Gender	Equality Act (Part 4) 2006	<p>General duty to:</p> <ul style="list-style-type: none"> • Eliminate discrimination and harassment that is unlawful under the Sex Discrimination Act 1975 and discrimination that is unlawful under the Equal Pay Act 1970. • To promote equality of opportunity between men and women.
	Equal Pay Act 1970 (Amendment 2003)	
	Sex Discrimination Act 1975 (Amendment 2003)	Explicitly prohibits discrimination on the grounds of pregnancy or maternity leave
	The Employment Equality (Sex Discrimination) Regulations 2005	Gender Recognition: The Act provided transsexual people with legal recognition in their acquired gender. Legal recognition follows from the issue of a full gender recognition certificate by a gender recognition panel.
Race	Racial and Religious Hatred Act 2006	The Act seeks to stop people from intentionally using threatening words or behaviour to stir up hatred against somebody because of what they believe.
	Race Relations 1976 and (Amendment) Act 2000	<p>General Duty:</p> <ul style="list-style-type: none"> • Eliminate unlawful racial discrimination. • Promote equality of opportunity between persons of different racial groups..

	Race Relations Act 1976 (Amendment) Regulations 2003	<ul style="list-style-type: none"> Promote good relations between persons of different racial groups Produce a Race Equality Scheme and monitor employment.
Religion or Belief	Equality Act 2006 (Part 2)	<ul style="list-style-type: none"> Part 2 of the Equality Act prohibits discrimination on the basis of: <ul style="list-style-type: none"> A person's actual religion or belief A religion or belief they are thought to have or The religion or belief of someone else with whom they are associated (for instance, someone such as a friend or member of their family). <p>It also prohibits discrimination against a person because they do not hold a religion or belief.</p>
	Employment Equality (Religion or Belief) Regulations 2003	Made unlawful discrimination on grounds of religion or belief in employment and vocational training, promotion and working conditions.
Sexual Orientation	Equality Act 2006 (Part 3)	<p>The Equality Act (Sexual Orientation) Regulations 2007 prohibit discrimination on the basis of a person's:</p> <ul style="list-style-type: none"> Actual sexual orientation The sexual orientation he/she is thought to have and/or The sexual orientation of someone with whom he/she is associated.
	Civil Partnership Act 2004	Provides legal recognition and parity of treatment for same-sex couples and married couples, including employment rights and pensions.
	Employment Equality (Sexual Orientation) Regulations 2003.	Made unlawful discrimination on grounds of sexual orientation in employment and vocational training, promotion, and working conditions.
All	Equality Act 2010	The Act brings together into single concepts and definitions, the protections against discrimination which are now found in a collection of anti-discrimination acts and regulations introduced between 1970 and 2008 (each of which prohibited all or some forms of discrimination for particular grounds).

Appendix 2 – Index of Multiple Deprivation (Analysis)

In all of the IMD results, the most deprived ranking is 1 and the least deprived in 354. Where Harrow's ranking has moved closer to 1 over time, it means that our deprivation has increased relative to the rest of England and Wales and where the ranking has moved closer to 354, it means that our relative deprivation has declined.

Income deprivation – Harrow ranks 108th for income deprivation in England out of 354 districts compared to 142nd in 2004. Within London, Harrow is ranked 21st out of the 33 London Boroughs and 10th out of 19 Outer London Boroughs. Twenty of Harrow's 137 LSOAs (spread across 13 wards) are in England's most deprived 20%, seven of these being amongst the country's most deprived 10% of SOAs. Sixteen of Harrow's LSOAs (mostly to the west) are in the country's 20% least deprived.

- Income affecting children – Harrow ranks 65th in 2007 compared to a ranking of 137th in 2004. Within London, Harrow is ranked 23rd out of 33 and 11th out of 19. 24 of Harrow's 137 SOAs are in England's most deprived 20% and the wards of Marlborough, Roxbourne and Hatch each have one SOA in the top 5% nationally deprived SOAs.
- Income affecting older people – Harrow ranks 98th out of 354 districts in England, compared to 94th in 2004. Within London, Harrow is ranked 20th out of 33 boroughs and 9th out of 19 Outer London Boroughs where 1st is most deprived.

11% of households in Harrow (about 9,000) have annual gross incomes under £15,000 a year – below both the figures for London (13%) and Great Britain (17%).

Employment Deprivation – Harrow ranks 199th out of 354 districts in England, compared to 236th in 2004. Within London, Harrow is ranked 22nd out of 33 London Boroughs and 11th out of 19 Outer London Boroughs.

Health and Disability Deprivation – Harrow is ranked 242nd out of 354 districts in England. Our London ranking is 24th out of 33 and 12th out of 19th for the Outer London Boroughs.

Education, Skills and Training Deprivation – Harrow is one of the best of all districts for low levels of educational deprivation, ranking 247th out of 354 districts in England, 31st out of 33 for London Boroughs and 17th out of 19th for Outer London Boroughs.

Living Environment Deprivation – Harrow is ranked 141st out of 354 districts in England, 30th out of 33 London Boroughs and 16th out of 19th Outer London Boroughs.

Barriers to Housing and Services Deprivation – Harrow ranks 94th out of 354 districts nationally compared to 156th in 2004. Within London, Harrow is ranked 25th out of 33 and 12th out of 19 Outer London Boroughs.

Crime deprivation - Harrow is ranked 155th out of 354 districts in England for crime deprivation in 2007, compared to a ranking of 139th in 2004. Within London, Harrow is ranked 28th out of 33 London Boroughs and 15th out of the 19 Outer London Boroughs where 1st is the most deprived.

Appendix 3 – Corporate EqIA Programme 2011-2013

An Equality Impact Assessment (EIA) is an assessment that allows us to make sure we do not discriminate and that, where possible, we promote equality. We carry out equality impact assessments to make sure our policies and services are fair.

This timetable sets out:

- the policies, services or functions that are most relevant to our duty to promote equality;
- when we will publish an equality impact assessment on the policy, service or function; and
- the lead officer who is responsible for carrying out the equality impact assessment.

The timetable also includes a monitoring plan to show what equality information we will report on a regular basis.

Year	Directorate	Function, Policy or Service	Officer responsible for EqIA	When will the EqIA be completed and published?
1	Legal & Governance Services	Wellbeing and Benefits suite	Paul D Turner, HRD Business Partner	Jan 2011
	Chief Execs	Rewards and Payments suite	Lesley Clarke	Jan 2011
	Corporate Finance	Procurement	Varsha Dadlani	Jan 2011
	Children's Services	Local safeguarding children board learning and development programme	Betty Lynch	Jan 2011
	Chief Execs	Sustainable Community Strategy	Trina Thompson / Mike Howes	Jan 2011
	L&GS	Citizenship Ceremonies	Geraldine Sparrow	Jan 2011
	Corporate Finance	Access Harrow	Fern Silverio / Jonathan Milbourn	Jan 2011
	Corporate Finance	Home Visits	Fern Silverio / Griselda Colvin	Jan 2011
	Adults & Housing	Introduction of new controlled parking arrangements on housing estates	Beverley Bonnefoy	Jan 2011
	Children's Services	Provision	Wendy Beeton	Feb 2011
	Place Shaping	LDF – Core Strategy	Matthew Paterson	Feb 2011
	Adults & Housing	Admission Policy	Ebrahim Harandy	Feb 2011
Corporate Finance	Benefits Communications (Web	Fern Silverio / Lynn Allaker, Fabio	Feb 2011	

Year	Directorate	Function, Policy or Service	Officer responsible for EqIA	When will the EqIA be completed and published?
1		pages, web forms, Literature, Letters, notifications)	Esposito / Stewart Brown	
	Children's Services	Crime Prevention	Richard Segalov	Feb 2011
	Place Shaping	Major Projects: Public Realm and Access Strategy	Phil Greenwood	March 2011
	Chief Execs	Anti Social Behaviour Strategy	Mike Howes	March 2011
	Chief Execs	Community Involvement Strategy	Desiree Mahoney / Mike Howes	March 2011
	Corporate Finance	Appeals (Benefits, Parking)	Fern Silverio / Lynn Allaker, Fabio Esposito / Stewart Brown	Mar 2011
	Chief Execs	Managing Change suite	Paul R Turner, Senior HRD Business Partner	March 2011
	Adults & Housing	Prevention strategy for adult social care	Bridget Bergin	March 2011
	Children's Services	List of children at risk of underachieving	Betty Lynch	March 2011
	Adults & Housing	Carers Strategy	Amanda Dade	March 2011
	Chief Execs	Compact	Mike Howes	April 2011
	Children's Services	Children and young people's plan	Betty Lynch	April 2011
	Legal & Governance Services	Service delivery and opening times	Geraldine Sparrow	April 2011
	Legal & Governance Services	Members Development	Pauline Ferris	April 2011
	Chief Execs	Recruitment and Retention suite	Munira Kachwala	May 2011
	Corporate Finance	Overpayments, collections and recovery (HB, C Tax, Business Rates PCN)	Fern Silverio, Lynn Allaker, Stewart Brown	Apr 2011
	Corporate Finance	Benefit Take Up and Customer Access	Fern Silverio/Fabio Esposito	May 2011
Corporate Finance	Discount and Exemption Reviews	Lynn Allaker / Fern Silverio	May 2011	
Place Shaping	Major Projects: Station Road Two Way Working	Phil Greenwood	June 2011	

Year	Directorate	Function, Policy or Service	Officer responsible for EqIA	When will the EqIA be completed and published?
1	Corporate Finance	Transition of Student Finance	Lynn Allaker	Jun 2011
	Legal & Governance Services	Taking Notices of marriages/ conducting marriages/ civil partnerships	Geraldine Sparrow	June 2011
	Adults & Housing	Catering & Meals on Wheels	M Leonard/ Bridget Bergin	June 2011
	Chief Execs	Substance misuse policies	Mike Howes	June 2011
	Chief Execs	Consultation Strategy	Desiree Mahoney	July 2011
	Chief Execs	Workforce Planning Suite	Sangeeta Jerath, HRD Business Partner	July 2011
	Children's Services	Narrowing the gap initiative	Betty Lynch	July 2011
	L&GS / Community and Environment	Cemeteries services / administration	Geraldine Sparrow	Aug 2011
	Corporate Finance	Inspection Visits	Lynn Allaker	Sep 2011
	Corporate Finance	Discretionary Housing Payments	Griselda Colvin/Fern Silverio	Sep 2011
	Place Shaping	Major Projects: Stanmore Car Park Planning Brief	Phil Greenwood	Sept 2011
	Legal & Governance Services	Electoral Services	Pauline Ferris	Oct 2011
	Chief Execs	Performance Standards Suite (including IPAD)	Marion Afoakwa	Oct 2011
	Children's Services	Needs Assessment	Betty Lynch	Nov 2011
	Chief Execs	Partnership Governance	Mike Howes	Dec 2011
	Place Shaping	Building Control	Gary Peter	Dec 2011
	Place Shaping	Planning Policy	Matthew Paterson	Dec 2011
	Place Shaping	Planning Enforcement	Beverley Kuchar	Dec 2011
	Place Shaping	Design and Conservation	Frank Stocks	Dec 2011
	Place Shaping	Lettings of Commercial and Agricultural property	Phil Loveland Cooper	Dec 2011
Place Shaping	Estate Management	Phil Loveland Cooper	Dec 2011	
Place Shaping	Letting/disposal of community properties	Phil Loveland Cooper	Dec 2011	

Year	Directorate	Function, Policy or Service	Officer responsible for EqIA	When will the EqIA be completed and published?
1	Place Shaping	Economic Development Strategy – 3 Year Action Plan 2010-2013	Mark Billington	Dec 2011
	Place Shaping	Xcite for Parents (Project)	Mark Billington	Dec 2011
	Place Shaping	Future Job Fund (Project)	Mark Billington	Dec 2011
	Place Shaping	Local Economic Assessment (Project /procedure)	Mark Billington	Dec 2011
	Place Shaping	Vitality Report	Mark Billington	Dec 2011
YEAR 2: JANUARY – DECEMBER 2012				
2	Adults & Housing	Care management manual	Sue Spurlock	Jan 2012
	Legal & Governance Services	Registering births and deaths	Geraldine Sparrow	Jan 2012
	Chief Execs	Development of People Suite	Samantha Whittick	March 2012
	Legal & Governance Services	Baby naming ceremonies	Geraldine Sparrow	March 2012
	Place Shaping	Major Projects: Strategic Sites Programme	Phil Greenwood	March 2012
	Place Shaping	LDF – Harrow & Wealdstone Action Plan	Matthew Paterson	March 2012
	Place Shaping	LDF – Development Management Policies	Matthew Paterson	March 2012
	Place Shaping	LDF – Site Allocations	Matthew Paterson	March 2012
	Adults & Housing	Homelessness Strategy	Jon Dalton	April 2012
	Chief Execs	Scrutiny	Lynne Margetts	May 2012
Corporate Finance	Emergency Plan	Kan Grover	Nov 2012	
YEAR 3: JANUARY – DECEMBER 2013				
	Children's Services	Local safeguarding children board learning and development programme		Jan 2013

Year	Directorate	Function, Policy or Service	Officer responsible for EqIA	When will the EqIA be completed and published?
3	Children's Services			
	Legal & Governance Services	Nationality Checking	Geraldine Sparrow	Jan 2013
	Chief Execs	Council's Performance Management Framework	Liz Defries	Jan 2013
	Chief Execs	Partnerships Performance Management Framework	Liz Defries	June 2013
	Community and Environment	Fuel Poverty Strategy	Andrew Baker	Aug 2013
	Legal & Governance Services	Providing response to local property searches	Geraldine Sparrow	Aug 2013
	Community and Environment	Anti Social Behaviour Strategy	Finlay Flett	Aug 2013
	Chief Execs	Annual Strategic Assessment	Mike Howes	Aug 2013
	Community and Environment	Asset Management Plan	Eddie Collier	Aug 2013
	Community and Environment	Local Implementation Plan	Anne Fine	Aug 2013
	Community and Environment	Cultural Strategy	Jo Saunders	Aug 2013
	Community and Environment	Licensing Policy	Finlay Flett	Aug 2013
	Community and Environment	Food Safety Plan	Finlay Flett	Aug 2013

Appendix 4 – Monitoring Reports

Regular monitoring we will carry out

*Key	Age : A	Disability : D	Gender : G		
	Race : R	Religion / Belief : RB	Sexual orientation : SO		
What we will monitor or report	* Area of equality	Who will report?	Who will it be reported to?	How often	Where will the results be published?
Equality & Diversity in employment Performance Report – performance against objectives and targets – to include Recruitment, secondments and promotion– applications, invitations to interview and offers; Employment procedures – grievances, disciplinaries, and claims of harassment and discrimination; leavers under redundancy and voluntary severance	A, D, G, R,	Divisional Director of HRD	Employee Consultative Forum	Annually	Council website and intranet
Equality & Diversity Progress Annual Report – performance against objectives and targets	A, D, G, R, RB, SO	Chairs of DETGs	CEG, Equalities Officer	Quarterly	Council intranet
Equality & Diversity Progress Annual Report – performance against objectives and targets	A, D, G, R, RB, SO	Equalities Officer	CEG, CSB, Overview and Scrutiny	Annual	Council website and intranet
Progress towards equality objectives and equality impact assessments	A, D, G, R, RB, SO	Chairs of DETGs	CEG	Quarterly	Council intranet
Staff Survey	A, D, G, R,	Divisional Director of HRD	CSB, Overview and Scrutiny	Bi-annually	Council intranet

Appendix 5 – Our Progress and Achievements

Develop a Modern and Diverse workforce to reflect the community we serve	Action relates to:						
	Age	Disability	Gender	Race	Religion or Belief	Sexual Orientation	Socio – economic
Directorate Workforce Strategies and Action Plans were introduced in 2008.							
The Council's Workforce Strategy and Action Plan - Strategy for People 2010–2012 – was developed to address the issues identified from the Directorate Workforce Strategies as well as from the 2009 Staff Survey and the Council's Better Deal for Residents transformational programme. This Strategy for People was adopted by Cabinet in March 2010. A programme is in place to deliver this with key projects being monitored monthly through the current and next phases of the Council Improvement Programme.	X	X	X	X	X	X	X
In the summer of 2008, we took an inclusive approach to developing the Council's CREATE values. Building on the views of 1400 staff who responded to the 2008 Staff Survey, we held focus groups with Members, the Corporate Strategy Board, 150 middle managers and held a large group event involving 300 staff of different and representative social identities in order to develop the values. These were agreed by Cabinet in September 2008.	X	X	X	X	X	X	X
We reinforce our CREATE values through the CREATE awards held every six months to recognise and reward staff who best demonstrate the values, the first of which is Customer 1st. The third award event was held in December 2009.							
Established a sub-group of Corporate Equalities Group to focus on equalities in employment	X	X	X	X	X	X	X
Delivered Deaf Awareness training for all team leaders, Reception staff and selected front line staff		X					
Delivered Disability Awareness training for managers, staff and elected Members		X					
Contract with Harrow Association for Disabled People to provide support to staff and managers for one day per week		X					
Registration Services: Formalised use of officially approved interpreters for ceremonies such as baby naming, weddings and civil partnerships.				X			

Democratic services: Member induction. Liaised with all directorates to organise a comprehensive induction programme for members (including the 19 new councillors) which included training on a wide variety of matters and a specific session on equality and diversity issues.	X	X	X	X	X	X	X
Electoral Services: Delivered a fair and transparent application process for polling station and count staff to work on the 2010 elections. This included attendance at compulsory training for all staff which specifically looked at access requirements including disability, language barriers etc	X	X	X	X	X	X	X
Supported the appointment process of four new independent members to Standards Committee. This involved distributing a large number of application packs via community and faith groups in Harrow to encourage applications were received from the full spectrum of the community. Care was taken to ensure members of the selection panel were representative of the community and two of the independent members subsequently elected are from ethnic minority backgrounds.				X	X		
Learning 4 programme offered to staff groups – 700 staff achieved NVQ's at Supervisor level and below							
CMS and DMS programmes specifically promoted to BAME staff in order to encourage greater representation at middle and senior management level				X			
Carry out annual Positive about Disabled People ('two ticks') review of Council practice with Jobcentreplus		X					
Delivered a staff benefits fair on the range of discounts, benefits and terms and conditions includes Credit Union as well as Disabled Workers Group, LGBT group, and Trade Unions	X	X	X	X	X	X	X
Continued to support the Staff Disabled Workers Group, Black Workers Group and LGBT Group		X		X		X	
Apprenticeships (30 places) within Housing Benefits / Access Harrow	X						
Promote flexible working options including job share, term-time only and compressed week working	X	X	X	X	X	X	X

	Action relates to:						
	Age	Disability	Gender	Race	Religion or Belief	Sexual Orientation	Socio – economic
Improve the data the council has on its residents and service users so all decisions can be taken and services developed in light of strong intelligence							
Development of EMS (Education Management Information system) by:				X	X		X
1) Setting up reports that enable Ethnic Minority Achievement Service (EMAS) to track new arrivals to schools and international new arrivals to schools. This has allowed the EMAS to tailor consultancy and				X	X		X

<p>support to specific schools which have a large number of new arrivals and in doing so ensure a high standard of induction and support is in place for when they arrive.</p> <p>2) Setting up reports that enable us to see the number of free school meal children by year group by school. This has enabled us to monitor and support schools in their roll out of the government's Home Access Free Laptop Scheme which guarantees any child on FSM in yrs 3-9 a free laptop.</p> <p>3) Setting up reports that enable us to monitor the language spoken and ethnicities of each school. This has allowed us to provide additional support for example in terms of resources so that the needs of particular groups of children are met.</p> <p>4) Setting up the Traveller Service as EMS users for them to have an indicator on how many traveller children are in Harrow, which schools and year groups they are in, monitor their school history including attendance and exclusions, check siblings and identify pre-school children, liaise with colleagues in other agencies and nationally.</p>							
Children's Centre monitoring - the local authority has implemented a tracking system to monitor activity in children's centres and analyse the characteristics of service users including age, gender, ethnicity and worklessness	X	X	X				X
Looked after children and carers needs analysis – a detailed study of patterns and characteristics of children coming into care and locally available foster carers to match need to care options and plan for future foster carer recruitment. This piece of work highlighted in care for teenagers and young people of mixed ethnicity which influenced the strategy of the Family Placement.	X		X	X			
Set up reports in schools for the analysis of data about traveller children			X				X
Produced Vitality Profile of the borough providing key data on deprivation, crime, economy, environment, health, housing, social care, demography enabling service planning	X	X	X	X	X	X	X

Ensure our staff, residents and service users can influence services through community engagement and effective communication	Action relates to:						
	Age	Disability	Gender	Race	Religion or Belief	Sexual Orientation	Socio – economic
Maximised the opportunities for all eligible members of the public to vote in the 2010 elections. A number of measures were put in place, including: thorough canvass process which resulted in 95% of households in Harrow registering to vote; providing a large number of accessible polling stations with clear location information published on the website; an extra poll clerk at every station to assist the public when voting; writing to residential care managers in Harrow to ask them to make residents aware of the voting arrangements; accommodating a delegation of Harrow young people (16 and 17 year olds) to observe at the count venue, including a personal briefing on the electoral process from the Returning Officer.	X	X	X	X	X	X	X
Undertook a Staff Survey in 2008 and 2009 monitored the views of staff and led to an action plan to address their concerns	X	X	X	X	X	X	X
Supported establishment of new Staff LGBT Forum						X	
Carried out a survey with disabled workers and their managers to understand their needs and develop an action plan for improvements		X					
Adoption of the Statement of Community Involvement, setting out the process and standards for community engagement on plan-making and planning applications	X	X	X	X	X	X	X
Consultation with private, public, voluntary and community sectors on Economic Development Action Plan 2010-2013 (not a strategy, the plan behind the strategy)	X	X	X	X	X		X

Deliver responsive services and customer care to improve services and customer satisfaction	Action relates to:						
	Age	Disability	Gender	Race	Religion or Belief	Sexual Orientation	Socio – economic
<p>The Council undertook a borough wide survey in 2004/5 to establish the needs of residents in terms of access to services and the potential location of a Contact Centre. The Council developed its Access Strategy in 2005 (updated in 2009) and set the strategic objectives of supporting all significant channels (F2F/Telephone/webforms etc.) and migrating users where agreed to the most cost effective channels</p> <p>The objectives were achieved through the creation of Access Harrow as a ground floor, fully DDA compliant contact centre with full induction loop, wheelchair access and language services. Service Standards in relation to Access were also created, deployed and measured. The service maintains an Equality Impact assessment demonstrating excellent and appropriate services for users and staff. The staff profile is monitored and managed.</p>	X	X	X	X	X	X	X
<p>Access Harrow - one of our first business transformation projects, is a 'one stop' shop and call centre for a range of services. This was established in 2006 and was recognised as Contact Centre of the Year in 2007 (Good Communication Awards) and awarded the Cabinet Office Customer Service Excellence award in 2009. We benchmark Access Harrow performance against other London Boroughs as part of the Customer Services for London Group. In January, 2010 Access Harrow outperformed other Boroughs on technical knowledge and was best for overall satisfaction. We were ranked second in customer service.</p>	X	X	X	X	X	X	X
<p>Registration Services: Extended the opening times of the public reception desk to include lunch times, thereby increasing the accessibility of services to the public, particularly those who work.</p>	X		X				X
<p>Worked with Facilities Management and the RNID to improve the induction loops in the committee rooms thereby assisting the hard of hearing.</p>		X					
<p>Women's and men's health campaigns organised by Occupational Health for staff</p>			X				
<p>Integration of existing Planning Services reception into Access Harrow</p>	X	X		X			
<p>The council facilitated the development of the Krishna Avanti (first state funded Hindu) school in Harrow</p>		X			X		
<p>Provide free swimming for all under 16s and over 60s all year round</p>	X						
<p>Continued our partnership work with DisabledGo to produce a detailed online access guide to the area. The</p>		X					

guide to Harrow covers 1041 venues and was launched after an extensive and unprecedented research exercise in 2006.

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Reduce inequalities through corporate commitment and partnership working	Action relates to:						
	Age	Disability	Gender	Race	Religion or Belief	Sexual Orientation	Socio – economic
The Council’s Challenge Panel process for service and financial planning requires an assessment of the equalities impact of all budget proposals; the “myplanbudget” hubsite signposts the EIA e-learning package and the EIA information pages on the intranet; the recommended service delivery plan templates also reference equalities.	X	X	X	X	X	X	X
Development of the Council’s performance management arrangements provides a robust framework for monitoring equalities indicators, including reporting to quarterly Improvement Boards, the corporate balanced scorecard and directorate scorecards. Benchmarking arrangements include membership of a national benchmarking club and a number of service-specific benchmarking clubs.	X	X	X	X	X	X	X
Educational achievement: Pupil level analysis and target setting – data from Fischer Family Trust and other sources is used to track progress and value added for different ethnic and socio-economic groups at different stages to ensure that local education caters for all groups and that the gap between the highest achievers and other groups is narrowed (while maintaining overall improvement)	X		X	X			X
Job Brokerage scheme jointly with Regeneration Unit tackles worklessness for most disadvantaged groups	X	X	X	X	X	X	X
Xcite - Secured funding to support workless parents, and those on household incomes below £20k pa into sustainable employment	X	X	X	X	X	X	X
Launched and marketing of Credit Union to support financially excluded							X
Launched Hardship Rate Relief fund to support locally owned businesses employing residents in danger of closure							X
Delivery of Gateway Asia, supporting small and medium sized enterprises wishing to access Asian markets safeguarding jobs and helping companies grow							X

Promote diversity and community cohesion both within the council and the borough	Action relates to:						
	Age	Disability	Gender	Race	Religion or Belief	Sexual Orientation	Socio – economic
In celebration of Harrow's multicultural borough, the council in partnership with the Harrow Interfaith Council launched an Open Faith Weekend in November 2009. Participating places of worship opened their doors to the wider public to promote a better understanding of their faith. As a first event of its kind, supported by Harrow Inter Faith Council, 15 places of worship opened their doors to the Harrow Community. This followed a successful evening event with representatives from nine faiths in an open discussion question and answer forum with attendance of nearly 100.					X		
Supported the programme to mark Black History Month				X			
In partnership with the Staff LGBT Forum, Metropolitan Police, Harrow Hate Crime Forum, Harrow Police and Community Consultative Group and North West LGBT Forum held a film showing for staff and members of the public to mark International Day Against Homophobia (IDAHO)						X	
Celebrated International Women's Day in March 2010							

Appendix 6 – Glossary

Term	Definition
Age Discrimination Regulations 2006	Regulations that make it illegal to treat a person less favourably in the workplace, or discriminate against them, on the basis of their age - whether young or old.
Audit Commission	An independent watchdog and auditor responsible for ensuring that public money is spent economically, efficiently and effectively, to achieve high quality local services for the public.
BAME	This term is used to describe Black, Asian and Minority Ethnic groups. Sometimes an R is added which stands for refugee.
Civil Partnership	The Civil Partnership Act creates a new legal relationship of civil partnership, which two people of the same-sex can form by signing a registration document. It also provides same-sex couples who form a civil partnership with parity of treatment in a wide range of legal matters with those opposite-sex couples who enter into a civil marriage.
Commission for Social Care Inspection (CSCI)	An independent commission set up by the government to inspect and report on care services and councils.
Community cohesion	A state of well-being, harmony and stability in a given geographical community.
Comprehensive Performance Assessment (CPA)	A framework for councils and fire and rescue authorities to review performance. It uses performance indicators, assessments of corporate capacity, audit and inspection reports, and stakeholder opinions to reach a judgement about the performance of a local body.
Disability Discrimination Act 1995	Legislation that placed a duty on public authorities to make reasonable adjustments for people with disabilities, not only as an employer but also as a service provider.
Discrimination	Discrimination is when someone is put at a disadvantage because of single or multiple characteristics.
Diversity	Diversity is recognising and valuing that individuals are unique each having their own values, beliefs, attitude, culture, racial background, sexuality, skills and life experience.
EHRC	The Equality and Human Rights Commission (EHRC) is the national body that oversees equality and diversity. It has offices in England, Wales and Scotland.
Equality	Equality means treating everyone with fairness and respect and recognising the needs of individuals.

Term	Definition
Equality Impact Assessment (EqIA)	Unwanted conduct which negatively affects the dignity of people. It may be related to age, sex, race, disability, religion, nationality or any personal characteristic of the individual, and may be persistent or an isolated incident. The key is that the actions or comments are viewed as demeaning and unacceptable to the recipient.
Gender Reassignment	Gender reassignment is a process of medical treatment to enable transsexual people to alter their bodies to match their gender identity.
Harassment	Unwanted conduct which negatively affects the dignity of people. It may be related to age, sex, race, disability, religion, nationality or any personal characteristic of the individual, and may be persistent or an isolated incident. The key is that the actions or comments are viewed as demeaning and unacceptable to the recipient.
LGBT	Lesbian, gay bi-sexual and trans-sexual.
Macpherson report	A report by Sir William Macpherson which followed an inquiry into the Metropolitan police's investigation of the murder of black teenager Stephen Lawrence.
Prejudice	Means to pre-judge someone, knowing next to nothing about them but jumping to conclusions because of some characteristics, like their appearance.
Race Relations Act (RRA)	The main legislation dealing with racial discrimination in the UK. It deals with discrimination on grounds of race, colour, nationality, ethnic or national origins.
Sex Discrimination (Gender Re-assignment) Regulations 1999	A law that extended the SDA to cover discrimination against people who are intending to undergo, undergoing or have undergone gender re-assignment.
Sex Discrimination Act (SDA)	A law that makes it illegal to discriminate against someone on the grounds of their gender or marital status.
Stereotype	A stereotype is a negative judgement based on false or insufficient information. It can be based on any characteristic.
Victimisation	Victimisation is when someone is targeted and treated in a detrimental way because of a difference in behaviour or belief.