Overview and Scrutiny Committee Supplemental Agenda

Date: Tuesday 14 September 2021

. Agenda - Part I

3. **Minutes**

3(e) Minutes of the meeting held on 12 July 2021: (Pages 3 - 14)

That the minutes of the special meeting held on 12 July 2021 be taken as read and signed as a correct record.

7. **Race Equality in Harrow Council** (Pages 15 - 94)
Report of the Chief Executive.

. Agenda - Part II - Nil

Note: In accordance with the Local Government (Access to Information) Act 1985, the following agenda items have been admitted late to the agenda by virtue of the special circumstances and urgency detailed below:-

Agenda Item	Special Circumstances/Grounds for Urgency
3(e). Minutes 12 July 2021	The minutes were not available at the time the agenda was printed and circulated as they were being consulted on. Members are requested to consider this item, as a matter of urgency, to allow the minutes to be confirmed at the earliest opportunity.
7. Race Equality in Harrow	The report was not available at the time the agenda was printed and circulated as it was being consulted on. Members are requested to consider this item, as a matter of urgency, to allow them to submit their comments to Cabinet for consideration.

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Overview and Scrutiny Committee (Special) Moved from 7 July 2021

Minutes

12 July 2021

Present:

Chair:	Councillor Sachin Shah	
Councillors:	Dan Anderson Jeff Anderson Sarah Butterworth	Stephen Greek Jean Lammiman
Non-voting Co-opted:	Harrow Youth Parliament Representative	
In attendance (Councillors):	Graham Henson Natasha Proctor Krishna Suresh	
Apologies received:	Councillor Ajay Maru Councillor Chris Mote	Councillor Kanti Rabadia
Absent:	Mr M Chandran Harrow Youth Parliament Representative Mr N Ransley	Reverend P Reece Ms M Trivedi

169. Attendance by Reserve Members

RESOLVED: To note the attendance at this meeting of the following duly appointed Reserve Members:-

Ordinary Member	Reserve Member
Councillor Ajay Maru	Councillor James Lee
Councillor Ramji Chauhan	Councillor Kantil Rabadia

170. Declarations of Interest

RESOLVED: To note that

(1) the Declarations of Interests published in advance of the meeting on the Council's website were taken as read;

(2) Members of the Committee and Co-opted Members who had declared interests remained in the virtual meeting whilst the matters were considered and voted upon.

Councillor Ramji Chauhan declared that his wife worked for Northwick Park Hospital.

Councillor Dan Anderson declared that he was the Portfolio Assistant to Cllr Sue Anderson, who's portfolio covered customer services.

Resolved Items

171. Equalities, Diversity and Inclusion

The Committee received the Equality, Diversity and Inclusion report, which was presented by an Officer in brief. It was noted that:

- The Council had launched a 3-strand approach to race equality in order for inequality in life outcomes to be addressed, for the services and role as an employer to be reviewed.

- An independent race adviser was commissioned to conduct an internal review of the Council's role as an employer. A staff survey was also conducted to which circa 700 staff took part.

- Recommendations had centred around recruitment and retention, for the organisation's culture to be changed through training and development and for safe spaces to be created for dialogue.

- It was essential to address issues around race inequality with staff which were based on mutual trust, openness, and honesty.

- The next stage would involve the creation of the corporate race action plan for the race review.

- It was explained that the race action plan included a six-step process including focus groups, data analysis, establish priorities, a directorate EDI Vision to be created, measures to be defined and for these to be reviewed and evaluated.

- Implementation of the action plan would be aimed to begin for November 2021.

The Director of HR and OD added that what could be seen in the race action plan overlapped well with planned improvements to the HR service, ensuring that there would be a good staff development offer for staff and for career support and development to be implemented for all staff.

The Cabinet Member for equalities and public health added that this review was very much welcomed and that the coaching, mentoring and leadership programmes to be implemented would be positive benefit for staff.

The Chair thanked officers and opened the floor to questions from the Committee which were discussed and answered by the officers present, which highlighted the following:

- Raised if there were planned processes for other protected characteristics as it would be vital for all protected characteristics to be included. It was explained by the Director of HR and OD that there was a need to focus on race because there had been a need to prioritise a response to Black Lives Matter. However, it was noted that the race action plan was being used to test initiatives that would be part of an overall approach to equalities, diversity, and inclusion which could be applied to other issues of underrepresentation.
- It was emphasised by a Committee Member that it would be useful to know how the Council would be creating an environment where those with disabilities could come forward. The Director of HR and OD explained that part of the disability confident campaign had outlined how the council aimed to be disability welcoming which formed part of the Council's employer branding.

  In addition, there was the new staff network called DAWN (Disability and Well-being Network) which was launched late in early 2021, this had allowed for a safe place for staff to raise and be consulted around the disability agenda and had been promoted through staff Yammer groups as well as staff briefings.

- It was raised by a Committee Member that though officers mentioned equality and fairness there was no mention of when an employee might want to approach someone who was independent of the Council. The Director of HR and OD highlighted that the council's commissioning of Patrick Vernon as an independent adviser had proved to be a success with staff approaching him through the formal focus groups and through direct contact in order for experiences to be directly shared.

The Director of HR and OD also added that an Equality, Diversity and Inclusion team had been set up which had given staff a channel to raise equality issues with confidence. In addition, Dignity at Work champions would be introduced who would be able to support fellow staff.

- A Committee member then followed up by asking what the current retention is of staff was, which the Director of HR and OD answered formal complaints were low and that they had started to record the outcomes of cases which would in future give a better understanding on staff retention in this context.

- An explanation on what had been done to address issues that surrounded management culture had been requested, to which an officer noted that the focus groups that were undertaken during May and June of 2021 consulted staff on what changes they would like made and from that it was found that there should be more consistency within the appraisal system, with a focus group with managers had also been arranged for September 2021.

- With a shift toward remote and hybrid working it was queried if there would be a risk that those with protected characteristics would go unseen. The Director of HROD reassured members that this format of working had been considered in the race action plan.

- Asked when the recommendation for a similar review with residents, community organisations, faith groups and businesses would be undertaken, an officer informed the Committee that some work had already begun around education and with the Council's charity sector partners for youth services to be delivered. The homelessness service was being looked into, particularly to consider any biases within our housing system.

- When it came to how successful the focus groups had been gathering data it was explained by an officer that the attendance was well received and noted that a wide range of staff joined the focus groups which had allowed individuals to share experiences with those who they may not otherwise speak to within the organisation.

- In order to see if improvements had been made a Member of the Committee asked if there was data available on how many managers within the Council were hired externally vs internally as well as the demographics of the management staff. It was noted that this data could give insight into how well the council was doing in terms of internal career progression for staff at Harrow. The Chief Executive pointed out that the Council was very conscious of the diversity within the directorate of Harrow Council.

- The Chair asked if there were any barriers faced by the race action plan, an officer explained that it was important to gain as much engagement from managers as possible. However, the officer also

noted that there was confidence that once discussions had begun at director level, they should see management engagement improve.

The Chief Exec added that the biggest challenged had been have the capacity for this race action plan to be implemented during a pandemic to a standard that Harrow Council would be happy with.

- They also asked the Cabinet member for equalities and public health what they had done to communicate the race action plan to other Cabinet members and others when it came to the implementation of the report. To which the Cabinet Member mentioned that this information would be passed on, to have transparency and for these voices to be heard.

RESOLVED: That the report be noted.

172. Question and Answer Session with the Leader of the Council and Chief Executive

The Committee received a presentation on the strategic context and priorities form the Chief Executive which noted the following:

- The response to Covid-19 would continue to dominate the work of the Council for the next 9 to 12 months.

- There had been significant service pressures caused by the pandemic.

- Strategic priorities were explained to be what could be done alongside the response and recovery from the pandemic. This included the delivery of core Council services with the extra demand, the HSDP and wider regeneration strategy, the accommodation strategy, health and social care integration, the equalities, diversity and inclusion agenda.

- It was mentioned that the winter months would likely bring challenges to the NHS and Social Care due to flu season and Covid-19.

- The council's ability to restart paused activities that were pre-Covid-19 would be limited.

The Leader of the Council also added that staff would continue to be impacted by the pandemic as it was still on going and that staff have worked with very little breaks which was a factor that others should be mindful of when the recovery to the pandemic begins.

The Chair thanked them for the presentation and then opened the floor to the Committee for questions that related to the following topics which were answered as followed:

The Covid-19 Pandemic

Q. How many staff had been put n furlough related to the issues of health?

The Chief Executive explained that no Council staff had been furloughed because it was not necessary and also would have been frowned upon for public sector employers to furlough staff. When it came to sickness absence and self-isolation from Covid-19 had always been relatively manageable.

Q. Was there an understanding on the long-term impact long-covid would have on our social care provision?

The Chief Executive noted though this could be a pressure that the social care provision could be faced with in the future it relatively not impacted social care. However, one of the biggest challenges that social care had been faced with was that the elderly that survived the pandemic had been debilitated further by the pandemic. It was also found that there was an element of catching up on elective care and delivering a higher level of aftercare packages to those who had been discharged from hospital.

This was followed up by a Member of the Committee noting that those with long-covid could have relied on family when restrictions were in place but may now have to rely on social care when those restrictions would be eased. The Chief Executive agreed and noted that another challenge could be that many people who caught long-covid may not be eligible for social care.

Q. It was mentioned that how the pandemic had affected Council priorities. What has the impact been on the Council's core services?

The Chief Executive explained that core services were running reasonably normally as it was aimed to keep services operating to a reasonable level however, it had not been possible to be as responsive as the Council would have liked.

Q. How far into the future do you anticipate the Council being affected by the Covid-19 pandemic in its day-to-day work?

The Chief Executive noted that they believed it would affect the Council's work over the next 9 to 12 months. Work would be impacted in a number of different ways, and it was believed that there would be extreme pressure during the winter months. There could also be a significant spike in unemployment, housing could be seen as challenge for the future as well as pressures in social care.

Council Finance

Q. Regarding the gap in the capital budget and the impact on interest is quite significant and going up from £38.7m this year to £43.6m next year. This would mean the 25% of the revenue budget would be taken up by interest payments from the capital budget. What would be the Council's plan for reducing this?

The Director of Finance explained that there was a plan for the capital programme and that an element of this would be grant funding and would need to ensure that adjustments were made for that. The Director also noted that the figures quoted were not just interest payments but were also the Council's minimum revenue provision and the interest payment. The interest payment was circa £12m and that it was important to ensure that it was understood that it was not just capital financing. The Director of Finance then went on to explain the minimum revenue provision was a sum that needed to be set aside from the Council's revenue budget in order for the capital programme to be funded.

Ove the last couple of years there had been a stringent approach to the capital programme with clear categories of what went into the capital programmes were set out, so that additional financing being added to the budget could be prevented and for this approach to be continued.

The Committee Member followed up by asking if any capital projects were in place to reduce the interest payment amount, as this would still be affecting the Council's day-to-day revenue spending.

The Director of Finance referred to the modernisation funding, which was funded through capital receipts but was important to remember that the Council had not been funded for any additional capital expenditure and so had to be internally funded w, which for the modernisation, the government had allowed.

The Director of Finance also noted that they were aware of the Council's debt and had planned to dispose of some property in order for some debt to be offset. The Council also had to ensure that debts were not paid off too early to avoid early payment penalties.

The Deputy Leader of the Council mentioned that the capital was flexible using the money available in the ways that were possible and reducing debt had been a topic that was present in our conversations.

Q. What were the lesson learnt from other Councils in financial difficulties?

The Director of Finance gave assurance by noting that when other Councils have been found to struggle financial the Council had compared its own audit practices to those struggling in order to make sure an element had not been missed. Commercial investments were something the Council had done at a minimum level compared to other Councils who had borrowed much higher amounts for commercial investments.

Capital flexibilities were another factor where other Councils had been seen to use their capital flexibilities which was circa £70m, where as Harrow Council's use of capital flexibilities over five years came to circa £12m. This highlighted that Harrow Council have used these tools responsibly and in a way that could be managed. In addition, it could be said that our use of the capital flexibilities was for one off payments towards modernisation as opposed to building it into annual costs which would not be very sustainable. Harrow Council had also monitored its revenue on a monthly basis compared to some authorities that had monitored their revenue either quarterly or bi-annually.

Q. Given the lack of a long-term funding settle in the health and social care white paper, how confident was the Council to meet the financial pressure over the coming years?

The Director of Finance noted that this would be a challenge and one of the biggest pressures against the budget. Monitoring was very tight over budgets and the Council would have to meet those pressures and would need to wait to see what the Council's settlements were in terms of what additional grants would be received next year.

The Chief Executive added that we would need to meet those social care needs and that it would be other services where there would be discretion in the budget.

Equality

A member of the Committee noted that the previous item's presentation was very useful and that it would also be good to have regular reviews or updates about other protected characteristics.

Performance issues and Consultations

Q. Regarding customer service and residents' ability to contact the Council, it seems to be harder for residents to contact the council since the move to an internet platform. How could this be addressed and how can we help residents who struggle to contact the Council in a better way?

The Chief Executive responded by noting that the pandemic has exacerbated this issue as there used to be staff who could help residents face to face in the Civic Centre help access services that were only online. The turbulence of demand caused by lockdowns had also overwhelmed the system. What had been planned was for the number of access points to be expanded within the Borough's libraries, to help meet demand and provide better access to services.

A Member of the Committee followed this up by highlighting certain features on the Council's website were not fully equipped to handle particular issues that residents had. To which the Leader of the Council noted that there were plans to help residents access services who don't have access to the internet

and that the move to the new 8x8 telephone system should give better access to residents contacting the council by phone.

The Chief Executive noted that though certain aspects of this service could be improved there were challenges during the pandemic that required Council Staffs' capabilities that ultimately hindered other services, such as delivering business grants during the pandemic.

Q. What consultation has the Housing Service had with the Council? There were a couple of issues such as the services from Mount Vernon were planned to be moved to various locations and St Mary's being transferred to central Middlesex. Had there been consultation with the Council on these plans?

The Chief Executive mentioned that no formal consultation had taken place with the Council and that technically there would not have been a requirement for the health service to consult the Council. There had been engagement and information from the health service on the Mount Vernon relocation, but for the transfer to central Middlesex this was not a permanent change therefore a consultation was not required.
The Leader of the Council added that at a national level a consultation had taken place on Mount Vernon hospital which was still on-going.

Q. A concern around consultation was the approach the Council had taken in the past, surrounding feedback not being properly gathered and a lack of communication with residents. How can the Council improve its approach to consultation?

The Chief Executive expressed that consultation and engagement had been conducted extensively with regards to the HSDP and that the Council's plans and proposals were well known and understood.

The LTN project was a difficult situation and could have been handled better, however the Council's communication and engagement with the public about the Pandemic had been very good.

The Member of the Committee followed up by saying that there were changes to the resident's environment that seemed to only be noticed after the changes had happened, for example planning permissions and CPZ's and it would be the Council's reputation that would be affected. To which the Chief Executive agreed that work could be done better culturally.

The Leader of the Council added that residents could sign up for alerts using the portal and was well used and on bigger consultations letter have been sent out to the wider community.

Q. Regarding Ward Councillor consultations, could there be a recommitment to this? As this does not seem to be happening as much as it should.

The Chief Executive was happy to do so and was something that could be improved upon.

General strategic direction of the Council

Q. Could the Committee be provided with an update on the borough plans?

The Chief Executive reported that there would be an update in Autumn on the progress against delivery of the key priorities within the borough plan and mentioned that good progress had been made on a number of areas despite the challenges of the pandemic and the capacity that the pandemic had taken out of the system.

It had been asked if it was possible to restart the engagement process around the borough plan and what were the top priorities given the resources available. The answers to these points were yet to be answered would be present in conversations at the next Cabinet meeting. A refocus around certain priorities may be needed as things have changed in past 12 months which should be factored in what the Council could do in the next financial year.

Q. How would tackling overcrowding be reflected in planning policy and on-going work done by the Council?

The Chief Executive outlined that the HSDP was put into place for a significant number of homes to be generated as well as other development projects in Harrow, this is because more affordable homes were required. Opportunities for overcrowding to be addressed would come through the local plan which has been going out to consultation.

The Member of the Committee followed up by highlighting that while it was important to meet demand for the number of houses being built but it was also crucial for the correct type of home to be built also. The Chief Executive agreed and noted that the market would drive the meet the need and demand. In addition, the Leader of the Council also noted that larger housing had been featured in plans which explained the reduction in the number of houses planned to be built which were originally houses with fewer bedrooms.

HSDP

Q. Could the Committee receive an update on the lack of diversity of the HSDP Board?

The Chief Executive noted that conversations had taken place and was being looked into.

Q. What evidence is there that safeguarding has been considered for the HSDP projects?

The Chief Executive explained that the appropriate risk assessments would be done when the Council moves to its new facility and when other parts of the project are at an appropriate stage.

The Member of the Committee followed this up and highlighted that it was important to have a statement of intent that safeguarding will be part of the planning process. To which the Chief Executive explained that the appropriate risk assessments and staff consultations would take place.

RESOLVED: That the presentation be noted.

(Note: The meeting, having commenced at 6.30 pm, closed at 9.05 pm).

(Signed) Councillor Sachin Shah
Chair

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Report for:	**Overview and Scrutiny Committee**
Date of Meeting:	14 September 2021
Subject:	Race Equality in Harrow Council
Responsible Officer:	Sean Harriss, Chief Executive
Scrutiny Lead Member area:	Resources - Councillors Dan Anderson and Kanti Rabadia
Exempt:	No
Wards affected:	All
Enclosures:	Appendix A – Race Equality in Harrow Council Appendix B – Independent Race Report Appendix C – Race Equality in Harrow Council Equality Impact Assessment Appendix D – Q2 Corporate Risk Register 2021-22

Section 1 – Summary and Recommendations

The Race Equality in Harrow Council report sets out the council's strategic vision for race equality (see Appendix A). The report launches a series of new corporate objectives designed to ensure that the council's policies and practices are fair and equitable for all staff in the workplace, beginning with a focus on race and ethnicity.

Recommendations:

The Overview and Scrutiny Committee is asked to:

1. Consider and endorse the council's strategic approach on race equality in Harrow and the Race Equality Action Plan.
2. Forward the report to Cabinet for consideration and response.

Section 2 – Report

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

Background

Harrow is one of the most ethnically and religiously diverse boroughs in the country, with many people of different backgrounds and life experiences living side by side. However, in light of the murder of George Floyd, the Black Lives Matter protests, and the disproportionate impact of Covid-19 on those from Black, Asian, and Multi- Ethnic backgrounds, we have recognised that the council can do more to improve the experiences and outcomes for our staff.

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

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

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

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

Current situation

Following the publication of the Independent Race Review in April, we have engaged with over 230 staff to undertake a process of co-production, to design our approach to tackling racial inequality in Harrow and as a result, producing the council's first ever, Race Equality Action Plan.

Because one size does not fit all, we are also having ongoing discussions with directorates to ensure this strategic plan is deliverable. We are currently working with directorates to develop ambitious, directorate level actions and targets that will feed into the council's overarching strategic objectives.

Why a change is needed

Following the murder of George Floyd, the Black Lives Matter protests, and the disproportionate impact of Covid-19 on those from Black, Asian, and Multi-Ethnic backgrounds, the council has recognised that it can do more to improve the experiences and outcomes for our staff.

According to our most recent ethnicity pay gap data, the council's Black, Asian and Multi-Ethnic staff do not fairly represent Harrow's resident population. Although Harrow Council is a diverse employer, the lack of leadership diversity within some parts of the organisation is visible, with a lack of representation in leadership, management and senior tiers within the organisation, and a bottle neck between junior and managerial grades with Black, Asian, and Multi-Ethnic staff generally concentrated in lower grades.

In terms of staff experiences of race, the Independent Race Review led by Dr Patrick Vernon and the Race Survey undertaken by FW Business, showed that 74% of staff had either experienced or witnessed racism in some form within the council. 64% of staff could not definitively say that the council was not structurally racist, compared to 59% of staff who could not definitively say that the council was not institutionally racist. One of the key findings of the Review was the psychological trauma felt by staff affected by bullying and harassment. Crucially, in terms of training and development, 56% of staff were keen to gain relevant experience, 51% wanted access to opportunities, and 44% welcomed the idea of having a training needs analysis and action plan.

This report proposes a series of strategic solutions in response to these findings, and more critically to the recommendations from the Race Review, which centre around:

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

Financial Implications

The 2021/22 budget invested £100k into Equalities, Diversity, and Inclusion to create a specialist EDI function that has been developing a new strategic approach. The EDI team will work collaboratively with other teams in HROD and across directorates to deliver some of the new initiatives planned on race equality.

A further one-off reserve of £250k has been earmarked for supplementary activity to take forward this agenda.

Performance Issues

The Race Equality Action Plan will have a positive impact on the council's priority, *tackling racial disproportionality, inequality and disadvantage.* A new series of objectives are being launched that will feed into the council's Balanced Scorecard.

Environmental Impact

There is no environmental impact.

Risk Management Implications

The Race Equality Action Plan aims to improve the culture and create a fairer and inclusive organisation which is able to fully develop and realise the potential of the whole workforce. We have made significant progress to date in the development of the Race Equality Action Plan to implement the outcomes of the Independent Race Review conducted by Patrick Vernon. However, the issues must also be addressed as well as recognised and this factor maintains the risk at an Amber C3 level in Q2.

Failure to implement the Race Equality Action Plan could:

(a) result in increasing staff dissatisfaction and potential ER / IR conflict e.g. grievance and tribunal claims
(b) resource pressures if we fail to attract, develop and retain talented people due to inequalities in recruitment and the workplace.

Separate risk register in place? **No**

The relevant risks contained in the register are attached/summarised below. **Yes**

The following key risks should be taken into account when agreeing the recommendations in this report:

Risk Description	Mitigations	RAG Status at Q2
Systemic issues of inequality and disproportionality experienced by staff of black heritage are not recognised and addressed by the Council	Mitigations In-Place • Please see full range of mitigations already in-place as outlined at Appendix D Mitigations In-Progress • Fully Implement recommendations of the Independent Race Review by Patrick Vernon (by April 22) • Report to Cabinet on implementation of the Vernon Report (by Oct 21)	Amber

Equalities implications / Public Sector Equality Duty

Was an Equality Impact Assessment carried out? **Yes**

Decision makers should have due regard to the public sector equality duty in making their decisions. The equalities duties are continuing duties they are not duties to secure a particular outcome. The equalities impact will be revisited on each of the proposals as they are developed. Consideration of the duties should precede the decision. It is important that the committee has regard to the statutory grounds in the light of all available material such as consultation responses. The statutory grounds of the public sector equality duty are found at section 149 of the Equality Act 2010 and are as follows:

A public authority must, in the exercise of its functions, have due regard to the need to:

(a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;

(b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;

(c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

(a) remove or minimise disadvantages suffered by persons who share a

relevant protected characteristic that are connected to that characteristic;

(b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;

(c) Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

(a) Tackle prejudice, and

(b) Promote understanding.

Compliance with the duties in this section may involve treating some persons more favourably than others; but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act.

The relevant protected characteristics are:

 Age

 Disability

 Gender reassignment

 Pregnancy and maternity

 Race

 Religion or belief

 Sex

 Sexual orientation

 Marriage and Civil partnership.

- We recognise that the journey to eradicate discrimination against all protected groups must start somewhere, and one size does not fit all. Therefore, we are taking a phased approach towards making the council a truly inclusive employer, to promote a workforce that is inclusive and accessible for everyone, regardless of their background.
- Following the murder of George Floyd, the Black Lives Matter protests, and the disproportionate impact of Covid-19 on those from Black, Asian, and Multi- Ethnic backgrounds, the council recognised that it could do more to improve the experiences and outcomes for our staff.

- Furthermore, data has shown that the council's Black, Asian and Multi-Ethnic staff do not fairly represent Harrow's resident population and there is a visible lack of leadership diversity within some parts of the organisation, especially in leadership, management and senior tiers of the organisation. Additionally, Black, Asian, and Multi-Ethnic staff generally concentrated in lower grades.
- The report sets out the council's strategic vision around race equality, launching a series of new corporate objectives for the organisation for Black, Asian and Multi-ethnic staff and will form the framework that underpins our wider strategic work on equality, diversity, and inclusion.
- Based on the data available we do not anticipate that the Race Equality Action Plan will have a negative impact on council staff or result in any direct or indirect discrimination of any group that shares protected characteristics. Instead, it is expected that the strategic approach undertaken as part of the Race Equality Action Plan will have a positive ripple impact on all other protected groups.
- We expect to integrate questions around equality, diversity and inclusion in our forthcoming Pulse Survey and Annual Staff Survey to capture the experiences of staff from all backgrounds. The evidence will help to shape and inform our work going forward.

Council Priorities

Please identify how the decision sought delivers these priorities.

1. Tackling racial disproportionality, inequality and disadvantage.

Section 3 - Statutory Officer Clearance

Statutory Officer:
Signed by the Chief Financial Officer
Dawn Calvert
Date: 08/09/21

Statutory Officer:
Signed by the Monitoring Officer
Hugh Peart
Date: 08/09/21

Chief Officer:
Signed by the Chief Executive
Sean Harriss
Date: 08/09/21

Mandatory Checks

Ward Councillors notified: Yes

Section 4 - Contact Details and Background Papers

Contact: Shumailla Dar, Head of Equality, Diversity and Inclusion
Tel: 07874 891502

Background Papers:

Appendix A – Race Equality in Harrow

Appendix B – Independent Race Review

Appendix C – Race Equality in Harrow Equality Impact Assessment

Appendix D – Q2 Corporate Risk Register 2021-22

Race Equality in Harrow Council October 2021

[High impact cover TBA]

DRAFT

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9. Annex B: Race Equality Action Plan

DRAFT

1. Foreword

[TBA]

DRAFT

2. Executive Summary

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

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

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

Our high-level approach centres around:

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

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

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September 2020

Appointing an Executive Sponsor for race – This is the Chief Executive

September 2020

Signing the Race at Work Charter as a clear commitment towards race equality.

April 2021

Creation of a new Equality, Diversity and Inclusion team to lead the agenda on EDI.

April 2021

Publishing a Managers Guidance to help staff understand their role on this agenda.

May 2021

A new approach to recruitment which sees all posts initially advertised internally.

July 2021

Examining our pay gap data to strengthen our understanding of our workforce – July 2021

September 2021

A new mandatory EDI Training module will be launched in Autumn.

October 2021

Creating a new Dignity at Work Policy, which is applicable to all staff.

October 2021

Publishing a new Zero Tolerance Statement aimed at staff and all stakeholders.

October 2021

Work has begun on developing the new Talent Management Programme.

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

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Context

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

3.1 Our approach

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

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

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

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

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

3.2 Findings from the Independent Race Review

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

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

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

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

These recommendations were broken down into five key themes:

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

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

3.3 Findings from our Workforce Profile

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

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

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

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

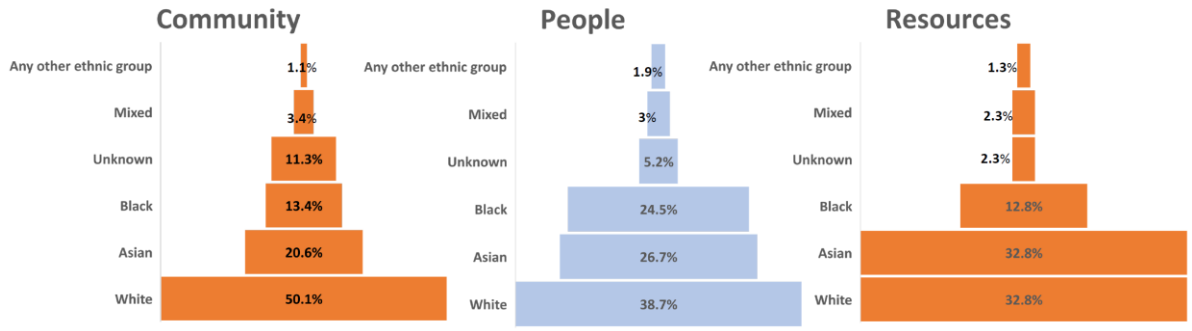

Figure 2. A breakdown of ethnicity in each directorate

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

In addition to this, we have now produced our first ever ethnicity pay gap data, which measures the difference between Black, Asian and Multi-Ethnic staff and white staff's average earnings and is expressed as a percentage of white staff's pay. Ethnicity pay looks at what Black, Asian and Multi-Ethnic staff earn, compared to white staff – it does not look at like-for-like roles.

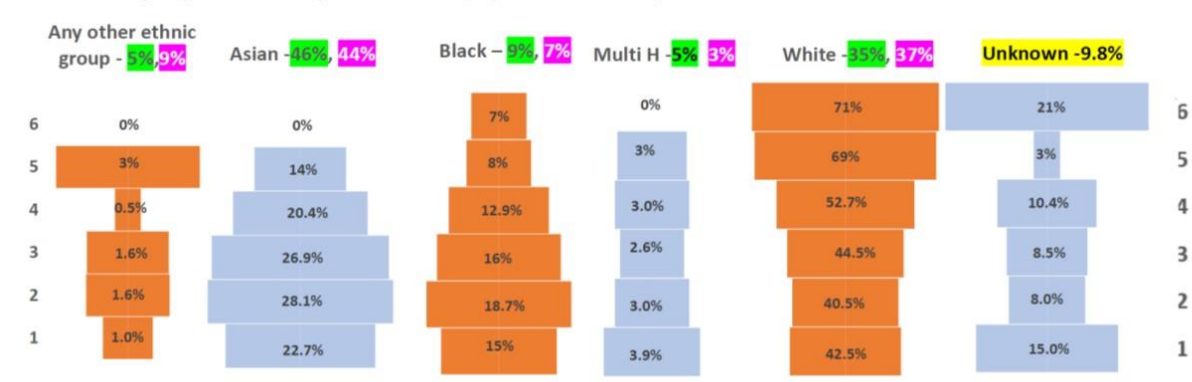

Figure 3. A breakdown of ethnic groups in pay bands in Harrow

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

This key data has helped informed the council's thinking around creating realistic but stretching objectives for all parts of the organisation.

3.4 Terminology used in this report

As part of this process, it was important to ensure that the correct language was used to describe the range of diversity within our staff community. Whilst the collective

categorisation of ethnic groups can be useful – particularly around data collection and analysis – the use of "BAME" can be contentious and can serve to mask or shroud the impact, challenges and inequality experienced by certain ethnic groups. Following discussions with other London Councils, the council has chosen to stop using the term BAME to describe ethnic groups. This also includes Person of Colour (POC), which risks homogenising the lived experiences of our diverse communities and staff and would not be fair or representative terminology.

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

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4 The Council's Response to the Independent Race Review

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

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

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

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

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

In **creating safe spaces**, all staff will be expected to undergo mandatory EDI training, which will be launched in the Autumn. Our aim is for staff to recognise the biases and prejudices that they might operate from within, and in doing so, actively seek ways to become more inclusive, to nurture a culture of psychological safety. We are also exploring ways to create a new reporting mechanism, which will allow staff to raise incidents of bullying, harassment, and racism anonymously via the Hub and at the council's offices. These new tools will be managed by the EDI team and will be supported by Dignity at Work Champions and is expected to give our senior leadership team, insight into the types of incidents that staff are dealing with.

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

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

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

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

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

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5 Corporate Objectives on Race Equality

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

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

Creating safe spaces

1. To develop an inclusive culture of dignity at work for all and zero tolerance of racism and discriminatory practices.

2. To create a culture of openness and inclusivity by continuing to listen to our Black, Asian and Multi-ethnic staff on an ongoing basis and learning from their experiences in the workplace.

3. Senior leaders to cultivate an environment of psychological safety for all staff within the organisation, directorates, divisions, teams and on a one-to-one basis through personal interactions.

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

1. Senior leader sponsorship of our Black, Asian and Multi-ethnic staff with the aim of increasing representation at senior levels of the organisation through a number of avenues, such as shadowing, mentoring, access to opportunities, career coaching.

2. Each directorate to create their own clearly defined pathways for Black, Asian and Multi-ethnic staff by exploring opportunities for them to gain exposure to broad areas of work that contribute towards their career development.

3. Targeted training and development programme for staff from Black, Asian and Multi-ethnic backgrounds to progress from junior to middle management grades.

Recruitment and retention

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

2. Each Directorate to review the number of Black, Asian and Multi-ethnic staff within their services areas and take steps to adequately represent the community that we serve at all levels.

3. Transparency in the recruitment process across the organisation by providing sufficient training for staff before they undertake a recruitment exercise in order to tackle unconscious bias throughout the process and to ensure fairness.

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6 Next steps

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

In taking this work forward we have already made a number of investments and changes, this includes:

- Appointing an Executive Sponsor for race – This is the Chief Executive
- Creation of a new Equality, Diversity and Inclusion team to coordinate the EDI agenda
- Signing the Race at Work Charter as a clear commitment towards race equality
- Business in the Community Mentoring Programme for Black, Asian and multi-ethnic staff
- Creating a new Dignity at Work Policy, which is applicable to all staff
- Publishing a new Zero Tolerance Statement aimed at staff and all stakeholders
- Examining our pay gap data to strengthen our understanding of our workforce
- A new approach to recruitment which sees all posts initially advertised internally
- Publishing a Managers Guidance to help staff understand their role on this agenda
- A new mandatory EDI Training module will be launched in Autumn
- Work has begun on developing the new Talent Management Programme

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

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

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

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

7 Glossary of Terms

BAME - *Black, Asian, and minority ethnic*

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

Bottlenecks – *A problem that delays progress*

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

Colour blind perspective - *One in which racial classification does not affect a person's socially created opportunities*

Cronyism - *The appointment of friends and associates to positions of authority, without proper regard to their qualifications*

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

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

ER – *Employee Relations*

EIA – *Equality Impact Assessment*

EDI – *Equality, Diversity and Inclusion*

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

Homogenising - *Make uniform or similar*

HROD – *Human Resources Organisational Development*

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

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

Microaffirmations - *Small acts to increase opportunity, gestures of inclusion and caring, and graceful acts of listening*

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

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

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

OD – *Organisational Development*

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

(POC) - *Person of Colour*

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

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

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

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

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

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

Substantive - *Having a firm basis in reality and so important, meaningful, or considerable*

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

Unconscious bias – *To make judgments or decisions on the basis of our prior experience, our own personal deep-seated thought patterns*

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

Acknowledging and recognising the journey of 'righting the wrongs' through:

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

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

Recruitment and retention of staff through:

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

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

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

Recommendation	What/How	Who	When
1. Reviewing Council code of conduct, behaviours and standards.	We have produced a Dignity at Work Policy, which makes the standards, behaviours and conduct that is expected from all staff. This is currently being consulted on with the staff networks, Trade Unions and our legal team. We have also produced a Zero Tolerance statement which sets out our approach as an employer and with our stakeholders, partners, and residents.	ER Team EDI Team	July 2021 – October 2021
2. Ensure the '*Great People Organisational Development Strategy'* embed the recommendations and feedback from this report and develop a process of co-production with staff, staff networks and trade unions to tackle the current state of the culture in the organisation.	These recommendations will be built into the OD strategy. The OD Team were involved in all focus groups conducted by the EDI team and have played an important part of the co-production journey with staff.	OD Team EDI Team	May 2021 – March 2022
3. Ongoing implementation and commitment to Race at Work Charter.	We have signed up to the Race at Work Charter and are making good progress	HROD	September 2020 - Ongoing

	against meeting all of the standards of this Charter.		
4. Development of leadership, coaching and mentoring programmes targeting staff at 'G' grade.	Some members of staff have already taken part in the BITC Mentoring programme and we are currently reviewing feedback from this with a view to launching the second tranche later this year. We are now seeking to introduce a new programme to develop our Black, Asian and Multi-ethnic staff through the 'Black on Board' programme, which seeks to develop future leaders. The council have invested in a new software package called 'MyMentor'. This is a council wide scheme with the participation of up to 21 London Councils. This will allow mentees to pair up with mentors based on specific criteria including the protected characteristics, using the database. It is hoped that relevant data can	L&D Team EDI Team	December 2020 – December 2021

	be pulled to track opportunity and career development of Black, Asian and Multi-ethnic staff.		
5. Development of secondments and shadowing programmes.	We are considering a new programme of 'Summer Secondments' and how temporary project assignments can help staff develop their skills, much of this will be explored through our work on the Great People, Great Culture Strategy.	EDI Team OD Team	November 2021 – June 2022
6. Urgent review across all directorates the implementation and impact of support and supervision and appraisal systems around staff development.	All staff will be expected to have some form of EDI objective as part of their appraisal system in order to meet our corporate objectives on race equality.	OD Team	October – December 2021
7. Development of a formal support network and mentoring of international staff;	Our mentoring programme will be open to all staff and will support international staff. Additionally, we are exploring ways in which our existing forums, including staff networks can better support the needs of our international staff.	EDI Team L&D Team	September 2021

8. Development of mandatory anti-racism training for all staff and Councillors, including focus on cultural bias, white privilege etc.	New mandatory EDI training will be launched in the Autumn, this will include online, face to face, and in-teams training. All staff will be expected to undertake this training. We are reviewing Member training and how best EDI training can be integrated into our current training package for members.	L&D Team EDI Team	September 2021
9. Providing commensurate budget and resources to the development of interventions as part of a wider programme of culture and policy change across the organisation for short to long term actions around equality, diversity and inclusion.	We have invested in a new EDI team which is responsible for spearheading our wider programme of cultural and policy change around equality, diversity and inclusion.	Chief Executive CSB	April 2021

Creation of safe spaces for dialogues and understanding:

Recommendation	What/How	Who	When
1. Support the ongoing development of the BLM Staff Group as part of the wider MADG approach (e.g. the Ethnicity Network Group).	The EDI Team are working closely with the staff networks to provide support and guidance where necessary.	EDI Team	Ongoing

2. Development of an independent reporting mechanism for staff to raise concerns regarding their treatment.	We are exploring a number of new anonymous reporting mechanisms for staff, both online and in person through the EDI Team and Dignity at Work Champions to report issues in a confidential way.	EDI Team	November 2021
3. A defined role within the wider scrutiny and accountability framework of the council for the BLM Staff Group and Make A Difference Staff Network and trade unions;	Staff networks now form part of the corporate EDI sub-group, which is chaired by the Chief Executive. This group acts as a sounding board and critical friend for all our work on equality, diversity and inclusion.	CSB	July 2021 - Ongoing
4. Facilitating and engaging all staff, particularly middle and senior management, in critical conversations of power, privilege and abuse in organisations.	We are planning on undertaking Truth and Reconciliation meetings, which will be facilitated by Patrick Vernon later this year.	EDI Team Patrick Vernon	November – December 2021

Governance and accountability through:

Recommendation	What/How	Who	When
1. Review the strategic positioning and governance structures of the delivery of the race equality agenda within the wider work on equality, diversity and inclusion.	A new EDI team has been created which now sits within HROD. The team will be taking forward the work on the race and wider equality agenda.	CSB HROD	April 2021

2. Strategic consideration where the policy and corporate strategy on 'righting the wrongs' and the wider EDI agenda is located to create the 'engine for change' and strong leadership on this agenda which needs to be aligned with HR and OD Division.	EDI subgroup was created with the purpose of ensuring the council fulfils its commitment to 'righting the wrongs' and ensuring the that the EDI agenda an important part of the internal strategy of the local authority.	CSB EDI Sub-group	July 2021 - Ongoing
3. Transparent process of scrutiny and accountability of senior politician across all political parties in conjunction with the executive team and external stakeholders to create the culture and environment for change.	A new Cross-party Members Working Group has been established, which is chaired by the Portfolio Holder for Equality, Diversity and Inclusion, and serves the purpose of oversight and ongoing scrutiny of our work on equality, diversity and inclusion.	Cross-party Members Working Group	December 2020 - Ongoing
4. Undertake an independent review of the council's progress in the implementation of the recommendations against an agreed Action Plan owned by CSB within the next 6 to 12 months from this report, including consideration of a follow-up survey within 18 to 24mths.	We will be undertaking a further review in 12 months' time to monitor the progress against this race review.	CSB EDI Team	September 2022 – December 2022

9. Annex B: Action Plan

Creation of safe spaces		
Objective	**We will do this by**	**We will measure this by**
1. To develop an inclusive culture of dignity at work for all and zero tolerance of racism and discriminatory practices	• Implementing a new Dignity at Work policy and Zero Tolerance Statement by 2022, and ensure all staff have a clear understanding of the council's new approach • Establishing a new Dignity at Work Champion scheme by 2022 • Launching a new online anonymous incident reporting mechanism on The Hub and a physical 'Incident Reporting box' in the Civic Hub and Forward Drive by 2022 • Ensuring mandatory Equality, Diversity, and Inclusion training is delivered to all staff by the end of 2023, with a special focus on race equality to better educate staff and promote greater awareness of real-life experiences of Black, Asian and Multi-ethnic staff. • Monitoring the types of Dignity at Work incidents that occur frequently over a 12-month period through mapping trends	• % staff who say they are aware of Dignity at Work policy • % of Dignity at Work related complaints and grievances that are reported on a quarterly basis • Analysing the types of incidents that are reported on a quarterly basis in order to target particular areas of concern • % of staff across all Directorates that have undertaken mandatory training by 2023 • Responses on employee experiences via annual Staff Survey that includes an increase in staff confidence around reporting incidents of racism

2. To create a culture of openness and inclusivity by continuing to listen to our Black, Asian and Multi-ethnic staff on an ongoing basis and learning from their experiences in the workplace.	• Creating a continuous feedback loop through Dignity at Work Champions, the staff networks, and other forums where the opinions of staff can be gained • Creating a continuous feedback loop through regular liaison with the Trade Unions • Engaging with our staff networks through formalised routes, including monthly meetings between the BLMSG and Chief Executive / Head of Paid Service and the EDI Sub-group • Including specific questions around equality, diversity and inclusion, race, ethnicity and psychological safety within the Pulse Survey and Staff Survey • Conducting a follow-up Race Survey in July 2022 to track progress against the first Race Survey	• Feedback from staff networks • Feedback from the Trade Unions • Responses on employee experiences via annual Staff Survey that includes questions about race • Monitoring Pulse Survey data specifically around experiences of race as and when conducted • Monitoring progress against the previous Race Survey
3. Senior leaders to cultivate an environment of psychological safety for all staff within the organisation, directorates, divisions, teams and on a one-to-one basis through personal interactions.	• Ensuring mandatory Equality, Diversity, and Inclusion training is delivered to all senior leaders by the end of 2023, with a special focus on race equality to understand the needs and real-life experiences of Black, Asian and Multi-ethnic staff. • Introducing inclusive leadership training for managers and senior leaders by the end of 2022	• % of senior leaders that undergo mandatory face to face Equality, Diversity, and Inclusion training by the end of 2022 • % of Corporate Leadership Group to undergo reverse mentoring by end of 2023 • % of Leadership Forum to undergo reverse mentoring by end of 2023 • % of disciplinaries against Black, Asian and Multi-ethnic staff by end of 2023 to

	• Undertaking reverse mentoring within the organisation or across London Councils • Actively providing Black, Asian and Multi-ethnic staff with a platform to speak up, share ideas and encourage new thinking. • Reviewing disciplinary action against Black, Asian and Multi-ethnic staff.	ensure there are no disproportionate outcomes • % of Black, Asian and Multi-ethnic staff participating in or accessing formal processes around conflict resolution, such as mediation, by end of 2023

Changing the organisation's culture and behaviour through leadership, training and development		
Objective	**We will do this by**	**We will measure this by**
1. Senior leader sponsorship of Black, Asian and Multi-ethnic staff with the aim of increasing representation at senior levels of the organisation through a number of avenues, such as shadowing, mentoring, access to opportunities, career coaching.	• Each Corporate Director to sponsor a member of staff at pay bands 4-5 (MG1-MG3 and MG4-D1) • Each member of Corporate Leadership Forum to sponsor a member of staff at pay bands 3-4 (G9-G11 and MG1-MG3) for 12 months • Members of Leadership Forum to mentor a member of staff at pay bands 2-3 (G4-G8 – G9-G11) for 12 months • Training for all senior leaders around the role of sponsorship and guidance issued	• Number of Black, Asian, and Multi-ethnic staff who report they have a sponsor / mentor • Number of senior managers acting as sponsors for Black, Asian and Multi-ethnic staff • % of Black, Asian, and Multi-ethnic staff who have progressed within the organisation or progressed externally within 12-18 months of sponsorship • Number of senior leaders that participate in sponsorship training
2. Each directorate to create their own clearly defined pathways for Black, Asian and Multi-ethnic staff by exploring opportunities for them to gain exposure to broad areas of work that contribute towards their career development.	• All Directors to consider forthcoming and existing projects that provide an opportunity to Black, Asian and Multi-ethnic to staff gain exposure to new skills and development through a fair and transparent selection process. • Formalised secondment programme that allows staff to move around in directorates and the organisation to gain a broad set of skills either through a fixed time frame or on distinct project work, where appropriate.	• x% Black, Asian and Multi-ethnic staff within each directorate have been selected for opportunities over a 12-month period • x% of Black, Asian and Multi-ethnic staff have progressed within the service area within 12 months

	• Managers to use 121s and appraisals as a vehicle to have constructive discussions about career development and seeking ways to support them.	
3. Targeted training and development programme for staff from Black, Asian and Multi-ethnic backgrounds to progress from junior to middle management grades.	• Introducing a new Diversity Talent Management programme aimed at staff at G8-G11 aspiring to move into MG grades by 2022 • Introducing the Black on Board programme to develop the skills of aspiring future leaders by 2022 • Using the Apprenticeship levy to develop our future senior leaders to gain an external accredited qualification; and • Offering staff opportunities for re-training in technical and professional areas	• x% of Black, Asian and Multi-ethnic staff within services areas participating in the talent management programme • x% of Black, Asian and Multi-ethnic staff within services areas participating in the Black on Board programme • x% of Black, Asian and Multi-ethnic staff on work-based apprenticeship that clearly contributes to their career development • x% of Black, Asian and Multi-ethnic staff who have been on development programmes to progress within the organisation or externally within 2 years

Recruitment and retention		
Objective	**We will do this by**	**We will measure this by**
1. The top 5% of our staff to be representative of our overall resident population by 2025	• Actively seeking to recruit from a diverse range of senior leaders from within the organisation, across local government, the voluntary and community sector and private sector, and exploring new avenues to advertise vacancies • Ensuring a diverse selection process, which includes diverse stakeholder involvement in the process	By 2022: • 25% of staff at Corporate Strategic Board, Corporate Leadership Group, and Leadership Forum are from a Black, Asian, and Multi-ethnic background By 2023 • 35% of staff at Corporate Strategic Board, Corporate Leadership Group, and Leadership Forum are from a Black, Asian, and Multi-ethnic background By 2024 • 45% of staff at Corporate Strategic Board, Corporate Leadership Group, and Leadership Forum are from a Black, Asian, and Multi-ethnic background By 2025 • 50% of staff at Corporate Strategic Board, Corporate Leadership Group, and Leadership Forum are from a Black, Asian, and Multi-ethnic background

2. Each Directorate to increase in the number of Black, Asian and Multi-ethnic staff within their services areas to adequately represent the community that we serve.	• Actively seeking to recruit from a diverse range of staff from within the organisation and borough, exploring new avenues to advertise vacancies, including working with universities and using the Xcite programme as an avenue to employment for local residents • Specific campaign aimed at recruiting young people from Black, Asian and Multi-ethnic heritage • All posts to initially be advertised internally at the start of the process with the aim of developing in house talent • Ensuring a diverse selection process, including fair representation on the interview panel • All proposed restructures to undertake an Equality Impact Assessment to ensure that the workforce reflects the diversity and demographics of Harrow Council • Providing support to staff on how to complete applications and interview technique by Learn Harrow	• x% increase in directorate of Black, Asian and Multi-ethnic staff • % of staff that have progressed into jobs at Corporate Strategic Board, Corporate Leadership Group, and Leadership Forum level
3. Transparency in the recruitment process across the organisation by providing sufficient training for staff before they undertake a recruitment exercise in order to tackle unconscious bias throughout the process and to ensure fairness.	• All recruiting managers to undertake training to adopt best practice and ensure fairness in all parts of the recruitment process, including mandatory unconscious bias training. • Monitoring diversity outcomes of all stages of the recruitment process	• x% of Black Asian Multi-ethnic staff trained for recruitment panels by end of 2022 • Comparing success rates of job applicants by race and ethnicity • % percentage increase in our recruitment of Black, Asian and Multi-ethnic staff

	• All job adverts to be accessible and easy to understand for applicants	

Findings of the equalities survey and qualitative interviews of Harrow staff and internal stakeholders on race

Patrick Vernon and Karl Murray

April 2021

Findings of the equalities survey and qualitative interviews of Harrow staff and internal stakeholders on race

ACKNOWLEDGEMENTS

Thank you to the many staff who took the time to participate in the Race Equality Survey of council employees and contractors; you have provided us with invaluable insights into the reality of race at work in working for Harrow Council. This report is just the beginning of what should be something that the council undertake periodically as part of its wider equality, diversity and inclusion strategy. If there is anything to take away after reading the report – and the Appendices- is that the voices of staff should not be ignored.

Further acknowledgements are extended to the Chief Executive, Sean Harriss, Tracey Connage (Director of Human Resources and Organisational Development) and Shumailla Dar (Head of Equality, Diversity and Inclusion), for their unstinting challenge and presence throughout the process. They provided invaluable insights, project management and guidance at all stages of the process.

Thank you to colleagues in the Corporate Strategic Board (CSB), Ilona Smith and Janice Noble - the Chairs of the Black Lives Matter Staff Group (BLMSG) and Meghan Zinkewich-Peotti, Chair of the Staff Making a Difference Group (MADG). If not for their scrutiny, contribution to the survey questions and in providing critical reflections at Briefing sessions, we may not have been able to reach as many staff as we did and to have finalised the report. We hope we have reflected as many of the views as reasonably possible. Members are often unseen in what could be seen as 'officer led' projects, but in this case the Cross-party Members Working Group on Black Lives Matter and Equality, Diversity and Inclusion, were central to the survey being commissioned. As such, we acknowledge their role in enabling the report to be finalised.

A special thank you goes out to the two trade unions in the council (i.e. GMB and Unison) for their support in helping us with the organising of the focus groups, in particular. Your support in this respect, have been valuable.

This is an independent review that has been commissioned by the council as part of the wider work being undertaken on Equality, Diversity and Inclusion, and as such, in the final analysis, the sense made of all the data and information gathered remains those of the independent team and authors of the report. We hope we have done justice to the many ranges of voices we have heard and that the next steps in going forward is able to build on this start.

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Annex 1: Continuum on becoming an anti-racist organisation (a model)

INTRODUCTION

The murder of George Floyd and the impact of Black Lives Matter on the race equality agenda for staff at Harrow Council

The murder of George Floyd by the police in Minneapolis on the 25th of May 2020, at the height of the COVID-19 pandemic and the resurgence of Black Lives Matter has become a global phenomenon on black suffering and structural racism. This has had a profound impact in the UK ranging from the demonstrations, marches, and vigils during the summer where over 2 million participated along with the removal of the statute of the slave trader Edward Colston that has led to a national debate regarding culture and national narrative of Britain.

Not since the murder of Stephen Lawrence has the public sector, major corporations, and national charities made pledges and commitment to review culture, behaviours and systems and how it impacts on Black, Asian and Minority Ethnic communities (and African and Caribbean communities more specifically), as part of their wider thinking around equality, diversity and inclusion. This is the context against which the review has been established, set against the backdrop of the Black Lives Matter demonstrations and of the work of the Black Lives Matter Staff Group (BLMSG), that emerged as a direct consequence of that movement. Alongside this, there is the widely acknowledged commitment from the Chief Executive and the Leader of The Council to consider the implications arising from the recommendations of the review in relation to equality, diversity and inclusion.

The terms of reference for the review included:

1. A focus on those staff employed by Harrow Council, including senior management and operational staff and other stakeholders, including temporary staff and contractors;

2. The approach sought to capture both qualitative and quantitative information on staff experience and practice;

3. As necessary and appropriate, where issues of racial discrimination intersected with other areas of employer-employee relations, such as bullying, harassment and sexual discrimination, to explore those dimensions as part of the review and reporting process;

4. To make recommendations on addressing key concerns identified with respect to race discrimination.

The approach included:

a) Face to face structured interviews and focus group sessions; and

b) The Staff Survey, which took place over a four-week period from 1st to 24th December 2020, using the online SurveyMonkey tool as well as hard copies that were completed by staff who were unable to access the online tool.

From these approaches, we conducted 90 one-to-one sessions with staff and convened four online focus groups via Microsoft Teams. In addition, we received over 10 email submissions

of evidence; from the Staff Survey we received 573 responses, which included 26 'hard copies' that had been completed by staff who were unable to access the online tool.

KEY FINDINGS

Most staff did not definitely believe that the Council was institutionally racist, with two-out-of-five (41%) and one-in-three (36%) disagreed that it was structurally racist. However, many felt that there was more work that needed to be done. Evidence arising from our processes showed that long-standing challenges with management behaviour and a lack of development opportunities for Black, Asian and Minority Ethnic (BAME) staff, for example, continue to be an issue, which staff indicated reflects poorly on Harrow, especially as these concerns have been raised by staff over many years.

Harrow is not new in this respect with regards to institutional and structural racism bedevilling many large public and private organisations in Britain, as indicated by the Race at Work Surveys (2015; 2020). It is therefore a credit to Harrow Council that it has been willing to shine a light on this important issue that have for so long been left unaddressed. It is important that the leadership of Harrow Council acknowledges and apologises for its failings to its BAME staff. This is a key step on the journey to becoming an anti-racist organisation and to better reflect the community it serves (see Annex 1).

Specifically:

- 26% of staff felt that the Council is institutionally racist while 30% thought they were structurally racist;
- 28% of staff reported experiencing racism in the workplace while 46% reported witnessing racial discrimination against colleagues;
- Only 16% of staff believed that their Directorate/Division was consistent in their practice in relation to racial discrimination, bullying and harassment;
- 95% of staff believed that the Council should have a specific policy against racial discrimination, bullying and harassment in the workplace;
- 45% of staff felt that there should be a specific network for protected equalities groups.

WHAT DID THE REVIEW PROCESS TELL US?

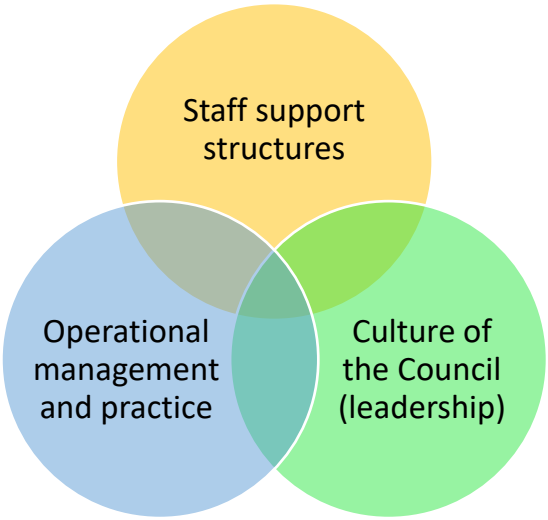
Specifically, we found the following to be reflective of staff experiences:

The workplace culture of Harrow Council

Staff shared a mix of feelings towards the council, with the vast majority of voices expressing a personal commitment to the council and the borough, while others described a range of positive experiences with their line managers and the support they had received from the council as an employer. Many staff had pride in working and living in Harrow. However, there were many voices describing negative experiences, including encountering racism in the workplace, attitudes of some senior managers and the lack of opportunities.

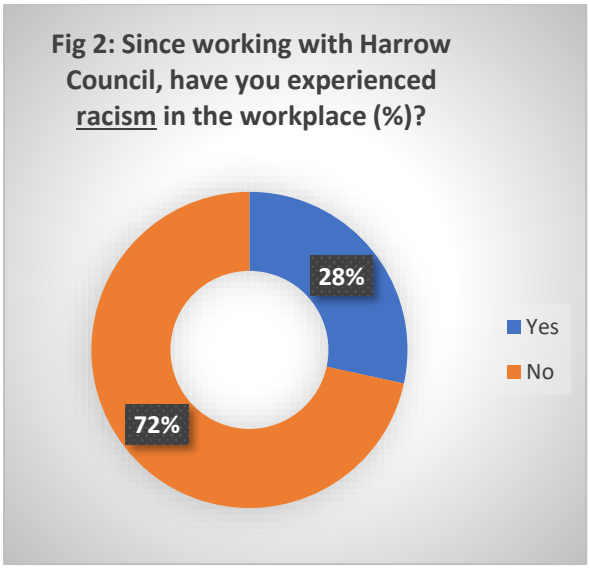
Arising from the one-to-one and the focus group sessions, for example, three recurring areas of concerns were identified: a) Staff support and structures; b) Operational management and practice; and c) Culture of the Council (leadership) – these are captured in Fig 1 below. Experiences shared involved examples of race discrimination alongside issues of poor or inadequate management, supervision skills and wider concern over the culture of leadership across the organisation.

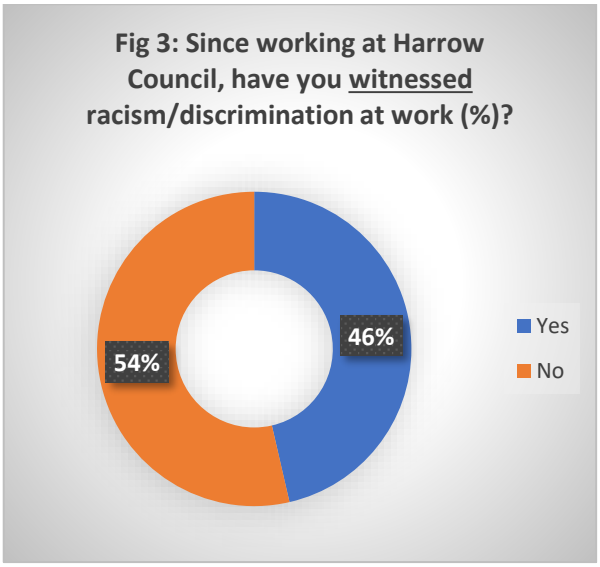
Fig 1: Thematic intersectional reflections following 1-2-1 staff feedback



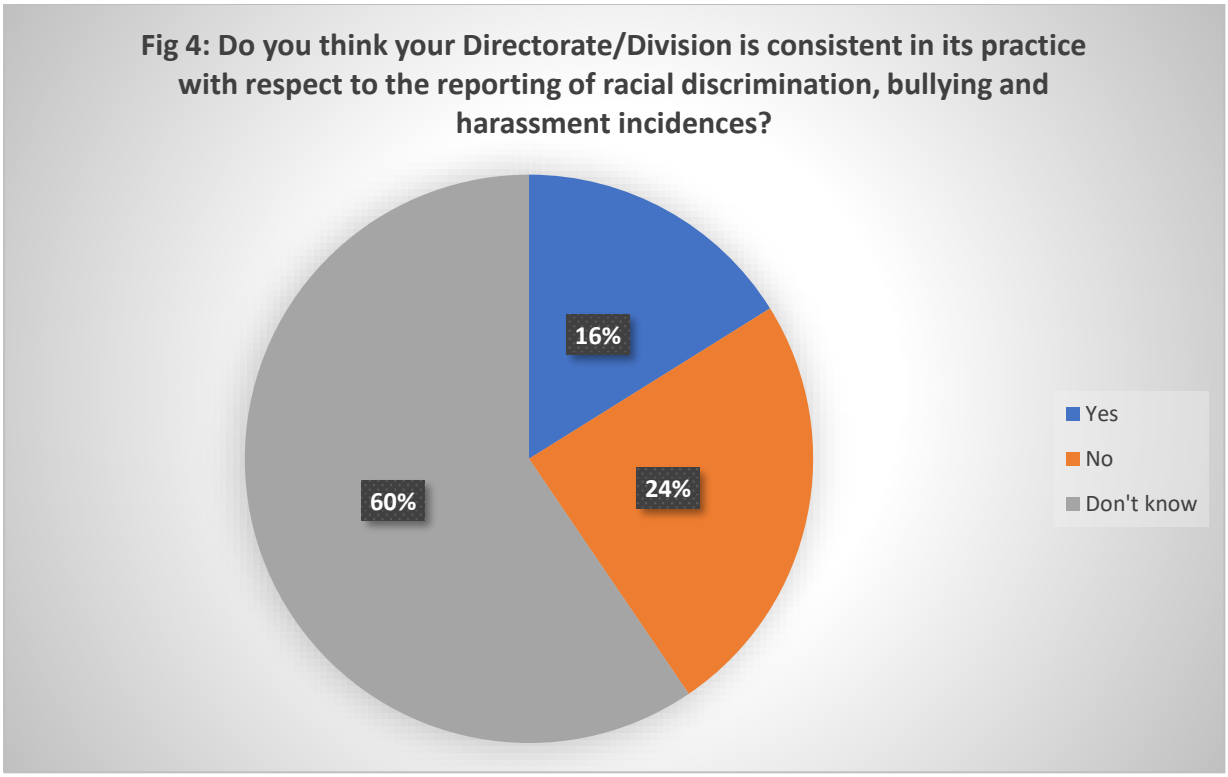
Racism in the workplace

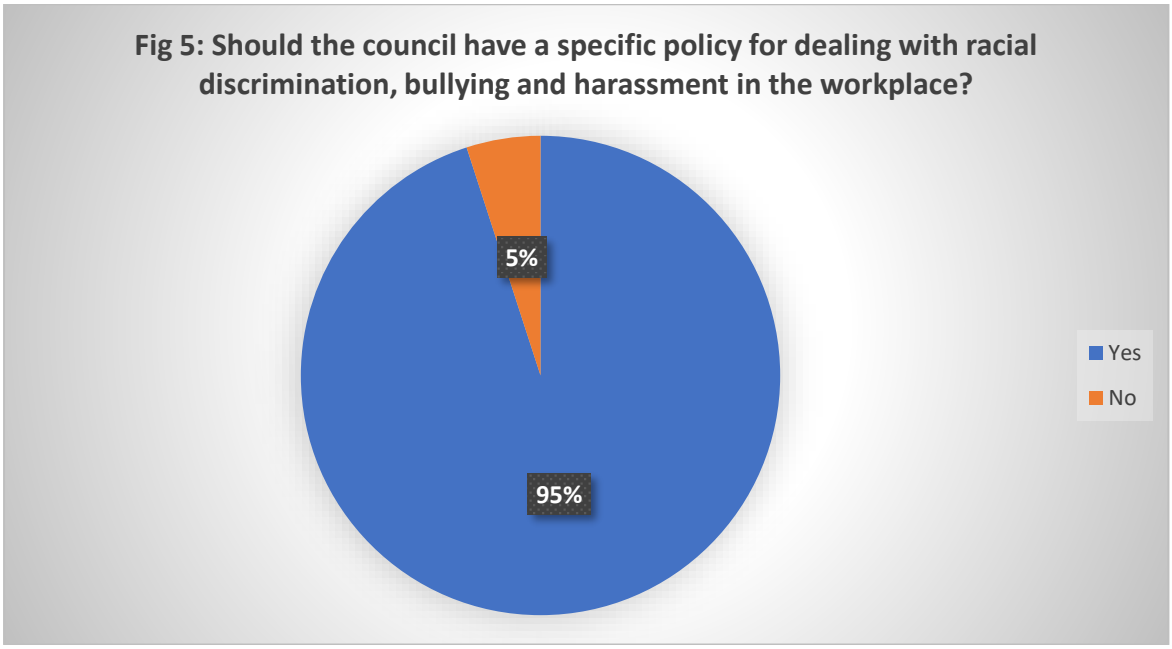
While the majority of staff, had not directly experienced racism in the workplace (28%: Fig 2), a significant proportion (46%: Fig 3) had indicated that they had 'witnessed' racism in the workplace. Both those who experienced racism and those that had witnessed racism, shared examples of racial discrimination alongside issues of poor or inadequate management, supervision skills and wider concern over the culture of leadership across the organisation.

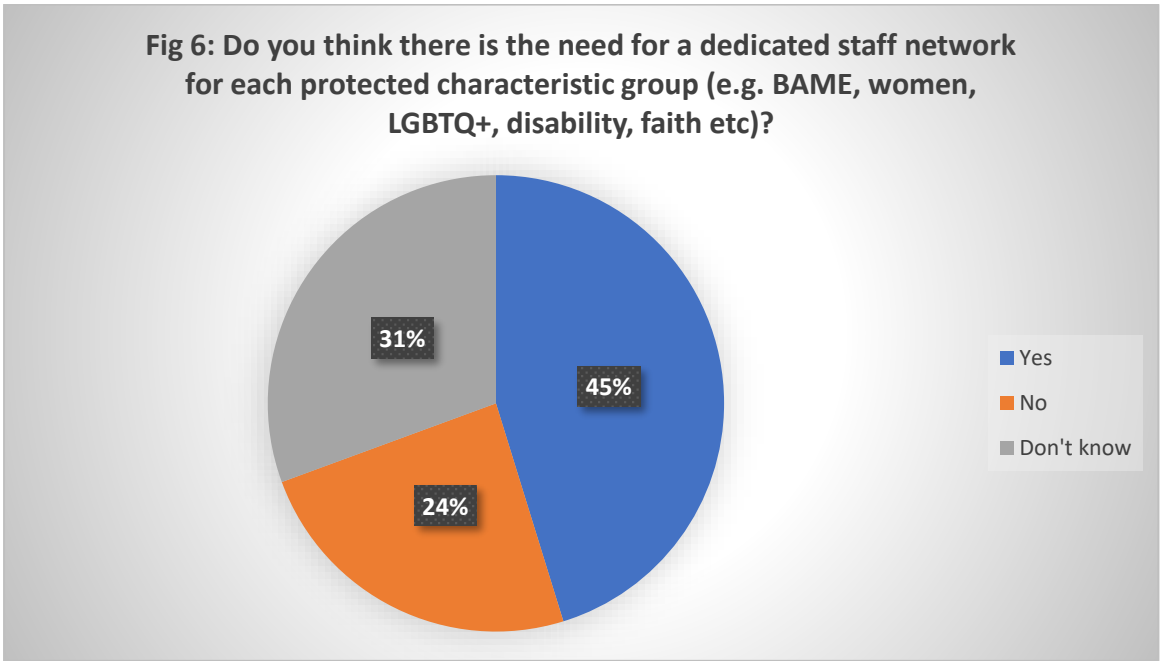




Additionally, 24% (1 in 4) believed that their Directorate/Division was not consistent in their practice around issues of racial discrimination, bullying and harassment (Fig 4), while 95% believed that the Council should have a specific policy against racial discrimination, bullying and harassment in the workplace (Fig 5) and 45% of staff felt that there should be a specific network for protected equalities group (Fig 6).







Impact of racism on staff health and wellbeing

What was evident from interviews with staff, particularly African, Caribbean and South East Asian staff, were the impact and burden of historical and continuous racism. This was also reflected initially in the scepticism about this current review and the failure by the council to implement previous reviews on racism over the last 5 years. In broad terms, staff reported:

a) Feeling under-valued and deskilled;
b) Increased stress and anxiety;
c) Sleep deprivation;
d) Reduction in self-esteem;
e) Exacerbation of physical health problems;
f) Lack of motivation and morale;
g) Bullying and harassment;

h) Punishment for admitting that they were struggling, with work with roles being downgraded and reduce working responsibilities;
i) Marginalisation and stifled career development of staff who advocated for others or raise concerns.

Psychological Safety

To create safety in a workplace requires collaboration and teamworking, where people can make mistakes without being punished, encouraged to ask questions or make suggestions for new ideas. Comments from staff reflected the following:

> "*Reporting is not worth the risk to our jobs. Most is just unintentional casual racism due to ignorance but is not that often an occurrence."*

> *"A colleague reported several instances of anti-Semitism and racism and nothing has been done about it for years. It is no good at all to talk about combatting racism, then do nothing about it when reported. We are so fed up of this and this is the reason why NOTHING will change."*

> *"I am not brave enough to suggest that me and my fellow female colleague who are from the same ethnic group are treated differently from our white colleagues by our manager; this would likely get me a warning, either verbal or formal or even sacked."*

Staff also spoke about seeing progress and acknowledgement of good practice and the organisation being responsive to challenges:

> *"Being in the council for nearly 20 years I would say the last few years the whole outlook has changed. We are seeing more people from ethnic minority on the panel of senior management which was not always the case. I feel there is a lot more work to be done but we are on the right track."*

> *"I feel that Harrow's biggest issue is dealing with conflict, bullying and challenging people who are not doing their jobs effectively."*

> *"Harrow is diverse, and welcoming compared to some local authorities I have worked for. It's good to see a diverse acceptance and smiling people for once. I have not come across this kind of welcome in the past three years…Harrow is an inclusive and accepting of diversity."*

Management and support

The vast majority of staff we spoke to raised issues of poor management, and in particular concerns over the effectiveness of their line manager. Some staff indicated feeling that they are being blamed for creating an environment of poor performance and poor relationships; what some referred to as creating a 'toxic environment' within the workplace. This situation is further compounded where issues of race equality and equality of opportunities are not effectively managed. As one respondent remarked:

"The outcome is always the same - the targeted person is left feeling unsupported and victimised and the perpetrator gets away with their actions because the manager supports the offending manager rather than the victim."

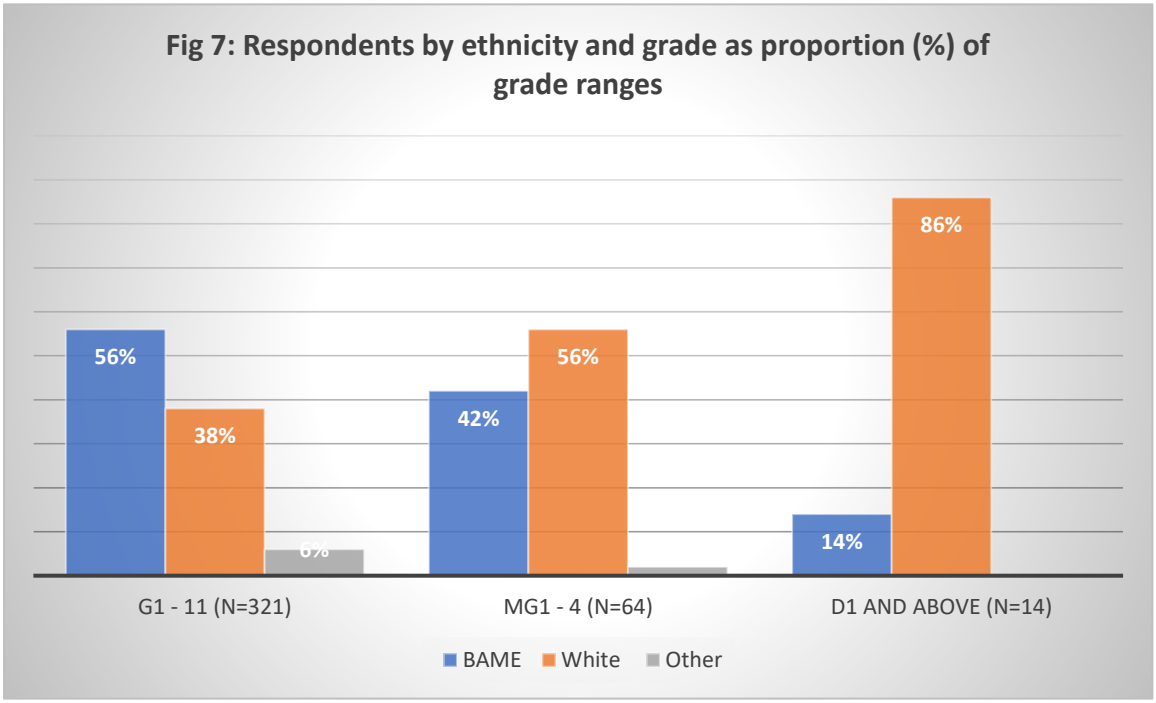
At the level of staff support, concerns were raised about the appraisal and support processes which many saw as being either non-existent or ad hoc. When asked how often staff discussed career opportunities, training and development, 59% of those who responded to this question (n=477) indicated 'never or rarely'.

Specific complaints raised about performance management included:

a) Staff not having one to ones or appraisals in years;
b) Poor quality of relationships and trust between staff and line managers;
c) Large staff turnover and low staff retention especially after a restructure;
d) The treatment of agency/temporary staff as being expendable, despite the fact a large proportion having been working for between 12 to 36 months (e.g. 14% of respondents were 'temporary/agency' staff with 78% working with the Council for between 1 and 5yrs and 18% for 6yrs and beyond).
e) Down grading of posts when staff were over worked instead of exploring other ways of support and supervision;
f) Managers lacked Equalities and Diversity Awareness training and cultural competency;
g) Negative working environments in some of the directorates and heavy workloads;
h) Poor management of sick leave and lack of adoption of Occupation Health recommendations;
i) Lack of confidence in grievances and complaints against managers and the role of trade unions;
j) Senior management's poor relationships with trade unions and staff forums;
k) Lack of objectives set on equalities and tackling racism for senior managers and directors.

Career opportunities/glass ceiling in Harrow

It has long been recognised that glass ceilings exist around race and gender equality in the public and private sector. Through the interviews staff have indicated that there is a *"clear glass ceiling around G grades"*. Sharing their experiences, some have expressed their frustration being on the same grade for over 15 years in some instances. Some staff even went further to infer that the grading system was designed to keep some staff down and not improve talents and abilities. As indicated in Fig 7 below, the proportion of respondents by ethnicity and grade (by broad clustering range) shows that those staff who responded from the BAME group were employed within the broad G1 – G11 range (56%) with 14% employed at D1 and above grade.



Base n=399

Some staff commented on going for job evaluation - or asking for a review during restructuring – but were rejected or received limited support from their line manager. With no regular one-to-one or staff appraisals taking place, the glass ceiling is further entrenched with staff feeling demotivated with some eventually leaving the organisation for opportunities elsewhere.

Training and development opportunities

Discussions with staff and the result from the survey indicated that staff felt underserved by their managers in relation to opportunities to develop and progress. For example, based on responses to the question: *To what extent had respondents received any training or coaching opportunities by their Directorate/Division over the last 24mths?* 62% of respondents reported that they had accepted some form of training and development opportunities over the 24 months period indicated and only 24% ever discussed career opportunities with their senior managers. At the same time, respondents indicated the top three priorities in relation to training and development to overcoming barriers were:

- Opportunities to gain relevant experience (56%)
- Access to opportunities (51%)
- Training needs analysis and action plan (44%).

Temporary, agency and international staff

The review involved interviewing several temporary and agency staff who worked for the council but were employed by Pertemps, the Agency contracted by the Council to supply temporary agency staff. Staff in this category had similar experiences that were being faced by employed Council staff with respect to racism and the culture of the organisation. Many of these workers were employed as business support agency staff, working across

Directorates with many having been in their roles for over 2 years, with evidence that many of them being Black and women, especially those working in business support roles.

Some of the temporary staff felt they were not part of the team they were supporting because of their agency status and any concerns regarding working conditions had to be resolved by Pertemps. A number of these respondents were concerned that it was not in Pertemps' interest to resolve issues or grievances. The vulnerability of their employment status further adds to the dynamics and places them in a precarious situation regards discriminatory practices, including race discrimination, bullying and harassment.

Race and sexism

While interviews were focused on race discrimination, what was clear was that the majority of respondents were women (51% female: 25% male), and that intersectionality was an issue for some. Harrow, in common with many local authorities, NHS Trust in North and West London, especially with the council having an all-white male middle age senior leadership team, does not reflect a vast majority White female and Black, Asian, and Minority Ethnic workforce and the demographics of Harrow. Comments from staff perhaps best illustrate some of the concerns raised:

> *"I was sexually harassed by a colleague in another department. When I complained I was told this was a cultural issue."*
>
> *"I have been sexually harassed in the workplace by two individuals. I did not report either."*
>
> *"Reported an incident of bullying to my manager and told to keep a log rather than it being dealt with in the moment. I wrote directly to senior management, but nothing came of it."*
>
> *"Have reported issues up to Director Level, albeit with consequences!"*
>
> *"There is more gender related discrimination over race"*

Institutional and structural racism

In considering the impact and implications of what would seem to be a pervasive and embedded practice, we sought to explore the question of 'institutional and structural racism' explicitly within the survey. Based on our definitions, respondents to the survey were asked to respond to two questions based on a five-point question ranging from *strongly agree* to *strongly disagree.* The questions were*:*

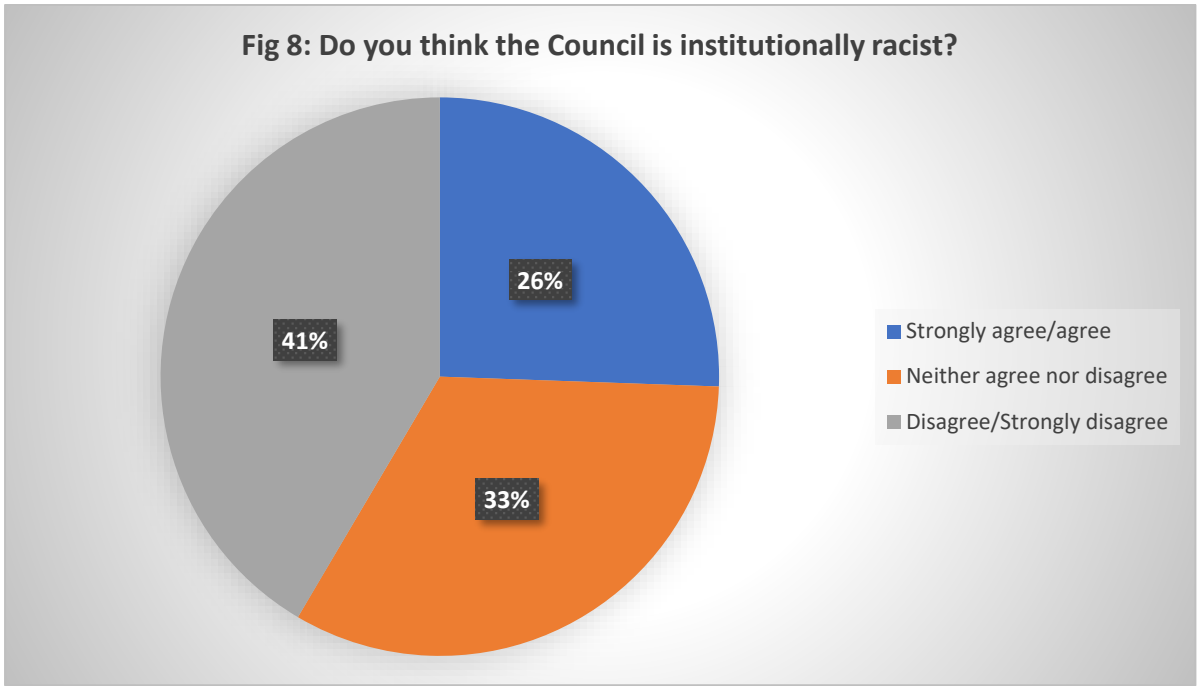
1. *Do you think the Council is institutionally racist;* and

2. *Do you think the Council is structurally racist?*

The responses to these questions indicated a perception of the Council as exhibiting traits of being both institutionally and structurally racist. Twenty-six percent (26%) of respondents to the first question (n=489) 'strongly agreed/agreed' that the Council was institutionally racist

while 30% who responded to the second question relating to structural racism (n=488) 'strongly agreed/agreed' that the Council was structurally racist (Figs 8 and 9).

Overall, as Figs 8 and 9 shows, we received a very high 'neutral' response rate, which implies that at least one-third of respondents to the two questions were uncommitted which should not be taken as endorsement that three-out-of-four staff believed the council is not institutionally racist and, similarly, that seven-out-of-ten staff did not believe the council was structurally racist.



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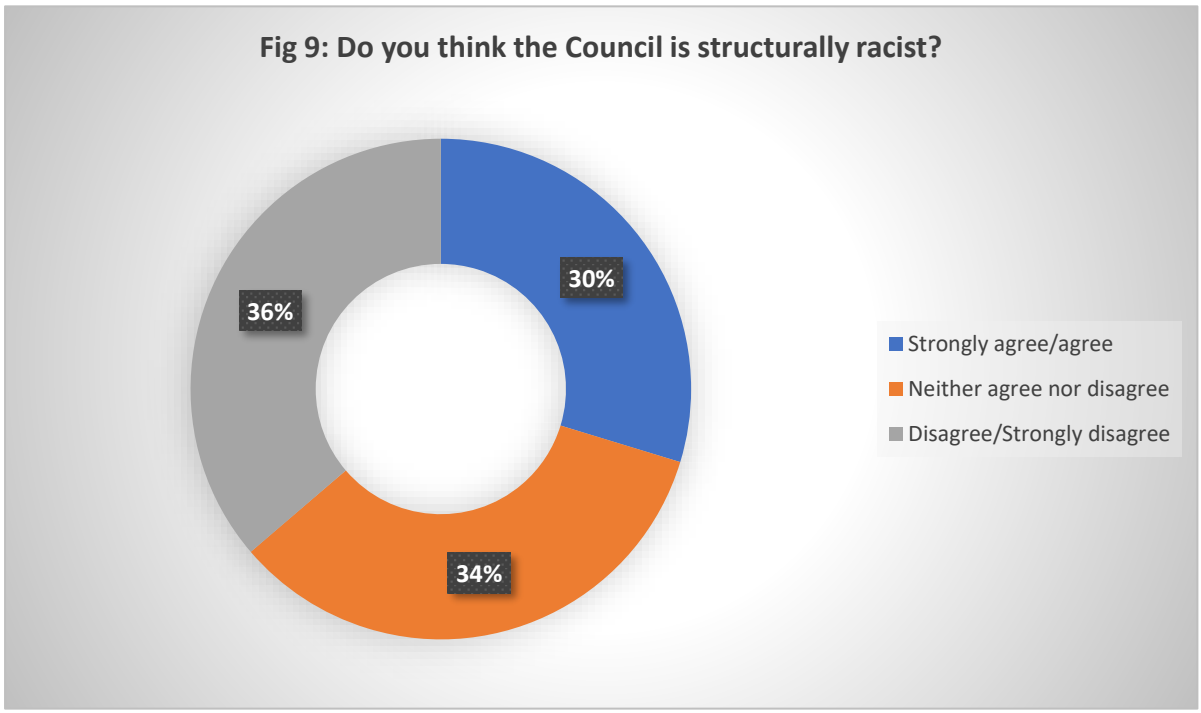

Base n=488

On the other hand, when the same questions were asked of those participating in the one-to-one interviews, we found that just under 80% of participants 'agreed' with the statements. Though most staff in the survey disagreed that the Council was institutionally racist (41%) and structurally racist (36%), many felt that there was more that needed to be done. The responses were not definitive as there was a very high 'neutral' response rate (a third of respondents to both questions), which suggests that the Council might have a problem with embedded perception and practice, as it relates to racism in the workforce, and this makes it the more imperative that this concern is addressed. This is perhaps best summed up in the words of one respondent who disagreed with the statement (i.e. that they council is not racist): "*I see diversity of people at all levels of the council. However, stereotypical socio-economic groups of workers are overly represented at the top and bottom of pay scales."*

CONCLUSION

It is always good to hear the voices of those being impacted on, however harsh, unpleasant and unpalatable those perceptions and experiences may seem, but just as important is the question of what is the solution? What can (and should) the Council realistically do in the light of hearing these voices?

One of the concerns expressed by staff related to practice and poor management in adhering to policies and procedures. We asked respondents to reflect on *'Whether they felt the Council should have in place a specific policy for dealing with racial discrimination, bullying and harassment in the workplace?'* And to *'What extent are Directorates/Divisions consistent in their practice?'*

The responses were quite revealing in that respondents pointed to possibilities that lay squarely in areas of development that could be construed as 'quick fixes', especially around staff support and operational management and practice (see Fig 1). For example, to the question of a specific policy on dealing with racial discrimination, bullying and harassment, 95% of staff felt that this should be in place (Fig 5); and to the consistency of practice across Directorates/Divisions, only 16% provided a positive response that they were consistent while 60% were 'not sure' (Fig 4). This extremely high rate of ambivalence (not being sure) amongst a majority staff cohort of over 6yrs, should be a cause for concern, as one would hope that by 6yrs there would be some basis to be clear?

Arising from the feedback in the survey and the one-to-one interviews, with respect to the impact on staff of racism within the Council, we heard how staff felt that their talent has been historically held back due to ineffective support and supervision combined with White privilege. Along with some evidence of institutional and structural racism and sexism, Harrow Council is perhaps in no different place than many large institutions, public and private, as reported in the Race at Work Survey (2015). What is clear from our review and analysis, however, is that the evidence suggests that Harrow is likely to be institutionally and structurally racist and thus must formally acknowledge this as part of moving forward, if it is committed to being an anti-racist organisation and work towards reflecting the current and future demographic profile of the borough.

It is strongly recommended that Harrow embark on a journey of *'righting the wrongs'* to restore confidence and draw a line from its past, to move forward to reflect a future Harrow where respect and inclusion is at the heart of the organisation. The Council have already made a commitment by undertaking this review. Harrow is in good company along with several local authorities who have already started this journey such as Lambeth, for example, where between 2019 to 2020, they have seen green shoots of change and a clear commitment from all the political parties and the senior leadership team. A similar process is here suggested for Harrow.

There is evidence that Harrow is taking this journey seriously:

- Harrow is part of the London Councils Tackling Racial Inequality Group, part of the Chief Executive Leadership Committee (CELC), and this affords Harrow the opportunity to be able to benchmark and share best practice over time.

- The Council has made a commitment and pledge to be part of the Race at Work Charter, which has been developed through the work of Business in The Community to further support private and public bodies to act on tackling race equality in the workforce. The five pledges of the charter provide a strong base upon which some of our recommendations have been based.

A key in monitoring the progress along this journey will be the need to develop an action plan and consideration of a follow-up survey to see what progress has been made following this report. Only by so doing, will they be in a position to be able to go back to staff and demonstrate that the process was not a "tick-box exercise", as some respondents commented.

The recommendations that follow are based on the lived experience of pain, suffering and aspiration and the willingness of staff to be part of the process in solution building and collaboration. The resilience and commitment of staff is key which the senior political and executive leadership team need to tap into and engage around in tackling issues of racism and discrimination.

RECOMMENDATIONS

Acknowledging and recognising the journey of 'righting the wrongs' through:

1. Formal acknowledgment and apology of current and past treatment of Black, Asian, and Minority Ethnic staff with special reference to staff of African, African Caribbean heritage who have experienced high levels of bullying, including racist bullying;

2. Formal response by Chief Executive to the report findings and recommendations by way of feedback to inform staff;

3. Statement and acknowledgment by the Leader and Cabinet with support of Full Council on its commitment to becoming an anti-racist organisation;

4. Adoption of the guiding principles of 'righting the wrongs' and the development of a working definition of institutional racism in the implementation of the recommendations in partnership with staff networks and trade unions;

5. The staff feedback/responses used to shape future work around the development of the Borough plan, response to COVID-19 and of the Council's commitment to becoming an anti-racist organisation working with local stakeholders and partners (e.g., developing a process of co-production working with trade unions, BLM Staff Group, Making A Difference Network, and other relevant internal stakeholders);

6. Recognition that a commitment for significant investment in staff development and HR and Organisational Development (OD) function to address historical inequalities;

7. A similar process or review with Harrow residents, community organisations, faith groups and businesses exploring the issues around racism, discrimination and inequalities and their relationship with the council.

Recruitment and retention of staff through:

1. HR should identify key metrics and measures across the whole of the employee lifecycle, identifying differential impacts over time on protected characteristics and produce an action plan to address identified issues;

2. Reviewing the current recruitment practice, which should cover temporary, contract and interim management agencies, and the wider relationships with agencies, especially Pertemps the recruitment agency, with regards the regularisation of the status of staff who have worked for the council for more than 12 months;

3. Ensure that all recruitment for MG grades and above include a BAME staff, or external adviser to be on all panels (i.e. that the panel have mandatory unconscious bias training and full declaration of interest of relationship or affiliation as part of the recruitment process);

4. Undertaking EQIA for any proposed restructuring to ensure that the workforce reflected the diversity and demographics of Harrow Council;

5. The council to develop 'growing your own' programme of supporting BAME staff around secondment, apprenticeship, mentoring and acting up opportunities;

6. The council to develop aspirational targets to ensure that BAME staff are recruited to senior management roles;

7. The council to undertake Ethnicity Pay Gap Review to address historical inequalities around staff grading and the impact of the glass ceiling particularly on G grade roles.

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

1. Reviewing Council code of conduct, behaviours and standards;

2. Ensure the '*Great People, Great Culture'* Organisational Development Strategy embeds the recommendations and feedback from this report and develop a process of co-production with staff, staff networks and trade unions to tackle the current state of the culture in the organisation;

3. Ongoing implementation and commitment to the Race at Work Charter;

4. Development of leadership, coaching and mentoring programmes targeting staff at 'G' grade;

5. Development of secondments and shadowing programmes;

6. Urgent review across all directorates the implementation and impact of support and supervision and appraisal systems around staff development;

7. Development of a formal support network and mentoring of international staff;

8. Development of mandatory anti-racism training for all staff and Councillors, including focus on cultural bias, white privilege etc.

9. Providing commensurate budget and resources to the development of interventions as part of a wider programme of culture and policy change across the organisation for short to long term actions around equality, diversity and inclusion.

Creation of safe spaces for dialogues and understanding through:

1. Support the ongoing development of the BLM Staff Group as part of the wider MADG approach (e.g. the Ethnicity Network Group);

2. Development of an independent reporting mechanism for staff to raise concerns regarding their treatment;

3. A defined role within the wider scrutiny and accountability framework of the council for the BLM Staff Group and Making A Difference Staff Network and trade unions;

4. Facilitating and engaging all staff, particularly middle and senior management, in critical conversations of power, privilege and abuse in organisations.

Governance and accountability through:

1. Review the strategic positioning and governance structures of the delivery of the race equality agenda within the wider work on equality, diversity and inclusion;

2. Strategic consideration where the policy and corporate strategy on *'righting the wrongs',* and the wider EDI agenda is located to create the 'engine for change' and strong leadership on this agenda which needs to be aligned with HR and OD Division;

3. Transparent process of scrutiny and accountability of senior politicians across all political parties in conjunction with the executive team and external stakeholders to create the culture and environment for change;

4. Undertake an independent review of the council's progress in the implementation of the recommendations against an agreed Action Plan owned by CSB within the next 6 to 12 months from this report, including consideration of a follow-up survey within 18 to 24mths.

Annex 1: Continuum on becoming an anti-racist organisation (a model)

Continuum on Becoming an Anti-Racist Multicultural Organization

MONOCULTURAL ==> MULTICULTURAL ==> ANTI-RACIST ==> ANTI-RACIST MULTICULTURAL

Racial and Cultural Differences Seen as Deficits ==> Tolerant of Racial and Cultural Differences ==> Racial and Cultural Differences Seen as Assets

Exclusive An Exclusionary Institution	2. Passive A "Club" Institution	3. Symbolic Change A Compliance Organization	4. Identity Change An Affirming Institution	5. Structural Change A Transforming Institution	6. Fully Inclusive Anti-Racist Multicultural Organization in a Transformed Society
• Intentionally and publicly excludes or segregates African Americans, Native Americans, Latinos, and Asian Americans • Intentionally and publicly enforces the racist status quo throughout institution • Institutionalization of racism includes formal policies and practices, teachings, and decision making on all levels • Usually has similar intentional policies and practices toward other socially oppressed groups such as women, gays and lesbians, Third World citizens, etc. • Openly maintains the dominant group's power and privilege	• Tolerant of a limited number of "token" People of Color and members from other social identify groups allowed in with "proper" perspective and credentials. • May still secretly limit or exclude People of Color in contradiction to public policies • Continues to intentionally maintain white power and privilege through its formal policies and practices, teachings, and decision making on all levels of institutional life • Often declares, "We don't have a problem." • Monocultural norms, policies and procedures of dominant culture viewed as the "righ" way" business as usual" • Engages issues of diversity and social justice only on club member's terms and within their comfort zone.	• Makes official policy pronouncements regarding multicultural diversity • Sees itself as "non-racist" institution with open doors to People of Color • Carries out intentional inclusiveness efforts, recruiting "someone of color" on committees or office staff • Expanding view of diversity includes other socially oppressed groups *But…* • "Not those who make waves" • Little or no contextual change in culture, policies, and decision making • Is still relatively unaware of continuing patterns of privilege, paternalism and control • Token placements in staff positions: must assimilate into organizational culture	• Growing understanding of racism as barrier to effective diversity • Develops analysis of systemic racism • Sponsors programs of anti-racism training • New consciousness of institutionalized white power and privilege • Develops intentional identity as an "anti-racist" institution • Begins to develop accountability to racially oppressed communities • Increasing commitment to dismantle racism and eliminate inherent white advantage • Actively recruits and promotes members of groups have been historically denied access and opportunity *But…* • Institutional structures and culture that maintain white power and privilege still intact and relatively untouched	• Commits to process of intentional institutional restructuring, based upon anti-racist analysis and identity • Audits and restructures all aspects of institutional life to ensure full participation of People of Color, including their world-view, culture and lifestyles • Implements structures, policies and practices with inclusive decision making and other forms of power sharing on all levels of the institutions life and work • Commits to struggle to dismantle racism in the wider community, and builds clear lines of accountability to racially oppressed communities • Anti-racist multicultural diversity becomes an institutionalized asset • Redefines and rebuilds all relationships and activities in society, based on anti-racist commitments	• Future vision of an institution and wider community that has overcome systemic racism and all other forms of oppression. • Institution's life reflects full participation and shared power with diverse racial, cultural and economic groups in determining its mission, structure, constituency, policies and practices • Members across all identity groups are full participants in decisions that shape the institution, and inclusion of diverse cultures, lifestyles, and interest • A sense of restored community and mutual caring • Allies with others in combating all forms of social oppression • Actively works in larger communities (regional, national, global) to eliminate all forms of oppression and to create multicultural organizations.

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Appendix C

Equality Impact Assessment (EIA) September 2021

You will need to produce an Equality Impact Assessment (EIA) if:

- You are developing a new policy, strategy, or service
- You are making changes that will affect front-line services
- You are reducing budgets, which may affect front-line services
- You are changing the way services are funded and this may impact the quality of the service and who can access it
- You are making a decision that could have a different impact on different groups of people
- You are making staff redundant or changing their roles

Guidance notes on how to complete an EIA and sign off process are available on the Hub under Equality and Diversity.
You must read the guidance notes and ensure you have followed all stages of the EIA approval process (outlined in appendix 1).
Section 2 of the template requires you to undertake an assessment of the impact of your proposals on groups with protected characteristics. Equalities and borough profile data, as well as other sources of statistical information can be found on the Harrow hub, within the section entitled: Equality Impact Assessment - sources of statistical information.

Equality Impact Assessment (EIA)		
Type of Decision:	○ Cabinet ○ Portfolio holder ◉ Other (state) Overview & Scrutiny	
Title of Proposal	Draft Race Equality in Harrow	**Date EIA created September 2021**
Name and job title of completing/lead Officer	Shumailla Dar, Head of Equality, Diversity and Inclusion	
Directorate/ Service responsible		
Organisational approval		
EIA approved by:	**Name: Shumailla Dar, Head of Policy, Equality, Diversity and Inclusion**	**Signature** ☒ **Tick this box to indicate that you have approved this EIA** **Date of approval 07/09/2021**

1. Summary of proposal, impact on groups with protected characteristics and mitigating actions

(to be completed **after** you have completed sections 2 - 5)

a) What is your proposal?

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

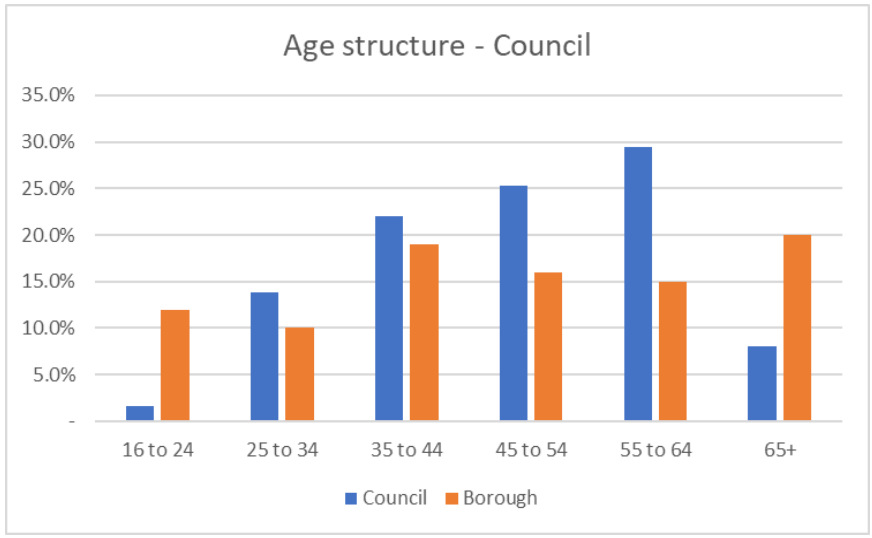
b) Summarise the impact of your proposal on groups with protected characteristics

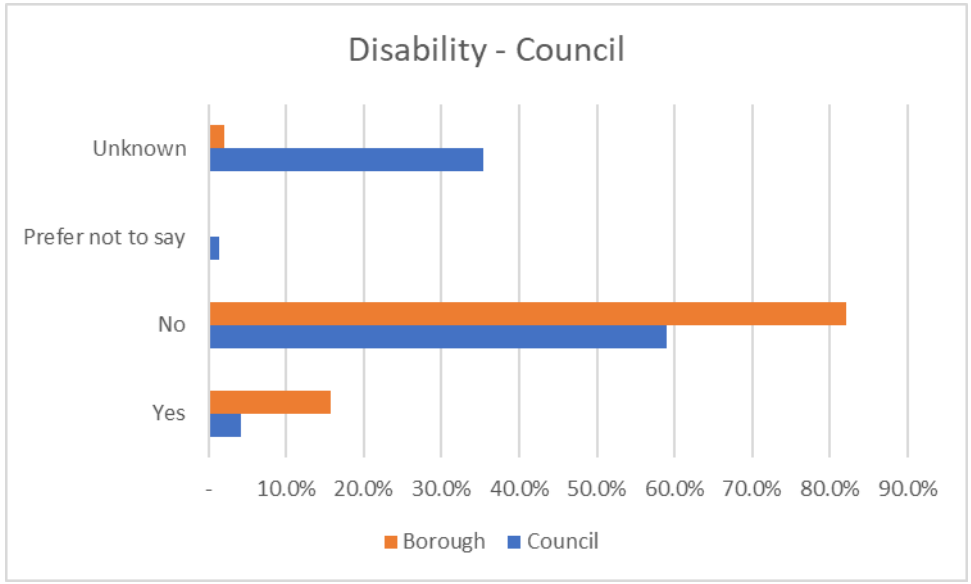
- The report sets out the council's strategic vision around race equality, launching a series of new corporate objectives for the organisation for Black, Asian and Multi-ethnic staff.
- The report will form the framework that underpins our strategic work on equality, diversity, and inclusion, to ensure the council's policies and practices are fair and equitable for all staff in order to promote a workforce that is inclusive and accessible for everyone.
- Based on the data available we do not anticipate that the Race Equality Action Plan will have a negative impact on council staff, or result in any direct or indirect discrimination of any group that shares protected characteristics.

c) Summarise any potential negative impact(s) identified and mitigating actions

While the EIA process has not identified any negative impacts on groups with protected characteristics, it is important to note that the strategic approach that we have taken acts as a framework that will underpin the council's forthcoming *Equality, Diversity and Inclusion Strategy*, which will be produced early next year. We expect there to be a positive ripple impact on all other protected characters as a result of this work.

2. Assessing impact						
You are required to undertake a detailed analysis of the impact of your proposals on groups with protected characteristics. You should refer to borough profile data, equalities data, service user information, consultation responses and any other relevant data/evidence to help you assess and explain what impact (if any) your proposal(s) will have on **each** group. Where there are gaps in data, you should state this in the boxes below and what action (if any), you will take to address this in the future.		What does the evidence tell you about the impact your proposal may have on groups with protected characteristics? Click the relevant box to indicate whether your proposal will have a positive impact, negative (minor, major), or no impact				
Protected characteristic	For **each** protected characteristic, explain in detail what the evidence is suggesting and the impact of your proposal (if any). Click the appropriate box on the right to indicate the outcome of your analysis.	Positive impact	**Negative impact**		No impact
			Minor	Major	
Age	Compared with the Borough population, there is an under-representation of 16 to 24-year-olds in the workforce but an over-representation of those 55 to 64 and 45 to 54. The other bands are closer. Not all 16-24 year-olds- would be available for work. Note that the Borough figure for 65+ includes all higher ages.	☒	☐	☐	☐

	 **Impact** While the EIA process has not identified any negative impacts on groups with protected characteristics, it is important to note that the strategic approach undertaken as part of this Action Plan will have a positive ripple impact on all other protected groups. Additionally, the Race Equality Action Plan makes a specific recommendation around increasing the number of young people from a Black, Asian and Multi-ethnic background. We are also exploring ways to best use the Apprenticeship Levy to support our staff gain a range of relevant qualification. Additionally, we have invested in the Kickstarter programme.				
Disability	4.3% of Council staff declared a disability, compared with 15.8% of the Borough's working age population. A further 1.5% of staff preferred not to say but over 35% have made no entry.	☒	☐	☐	☐

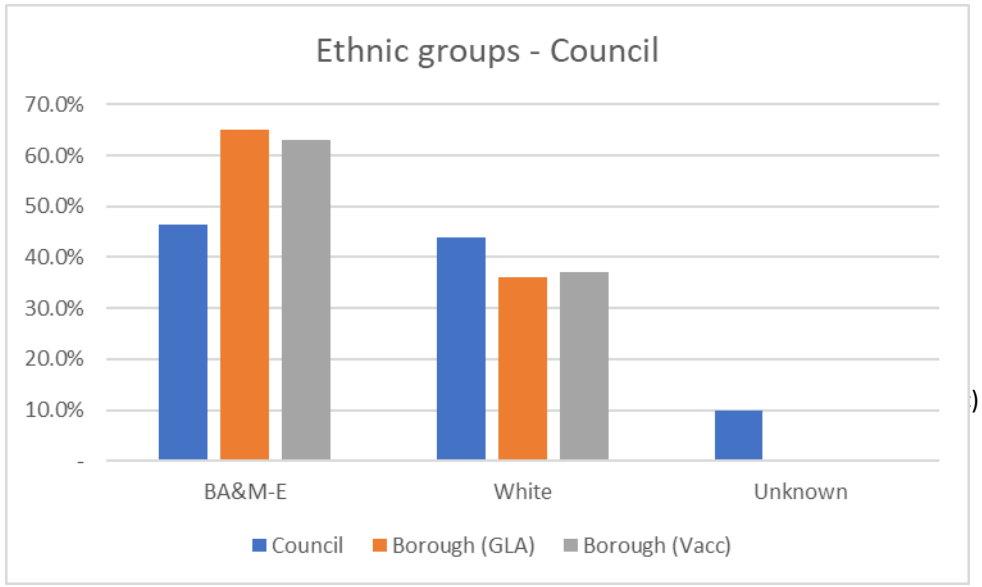
	 **Impact** While the EIA process has not identified any negative impacts on groups with protected characteristics, it is important to note that the strategic approach undertaken as part of this Action Plan will have a positive ripple impact on all other protected groups.				
Gender reassignment	No data is currently available on gender reassignment. **Impact**	☒	☐	☐	☐

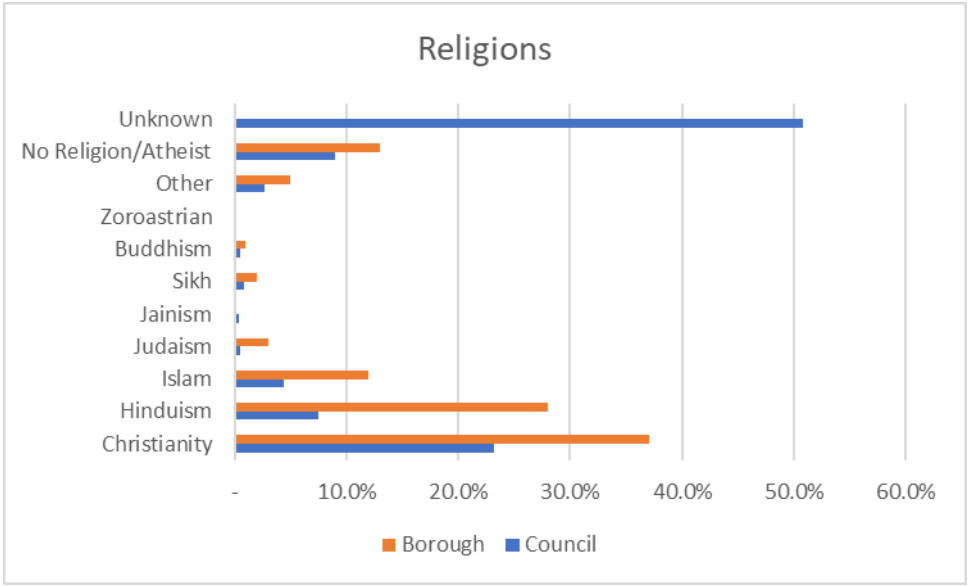
<table>
<tr><td></td><td>While the EIA process has not identified any negative impacts on groups with protected characteristics, it is anticipated that the strategic approach undertaken as part of this Action Plan will have a positive ripple impact on all other protected groups.</td><td></td><td></td><td></td><td></td></tr>
<tr><td>Marriage and Civil Partnership</td><td>Figures on marriage and civil partnerships is below:

<table><tr><th>Marital Status</th><th>%</th></tr><tr><td>Marr.</td><td>38.5%</td></tr><tr><td>Single</td><td>34.3%</td></tr><tr><td>Sep.</td><td>1.0%</td></tr><tr><td>CivPar</td><td>1.0%</td></tr><tr><td>Div.</td><td>2.7%</td></tr><tr><td>Wid.</td><td>0.6%</td></tr><tr><td>Unknwn</td><td>21.9%</td></tr><tr><td>Grand Total</td><td>100.0%</td></tr></table>
<u>Impact</u>

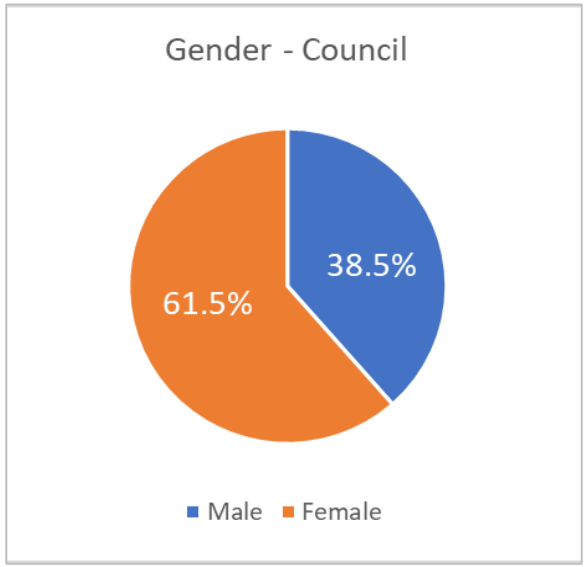
While the EIA process has not identified any negative impacts on groups with protected characteristics, it is anticipated that the strategic approach undertaken as part of this Action Plan will have a positive ripple impact on all other protected groups.</td><td>☒</td><td>☐</td><td>☐</td><td>☐</td></tr>
<tr><td>Pregnancy and Maternity</td><td>Figures for pregnancy and maternity are below:

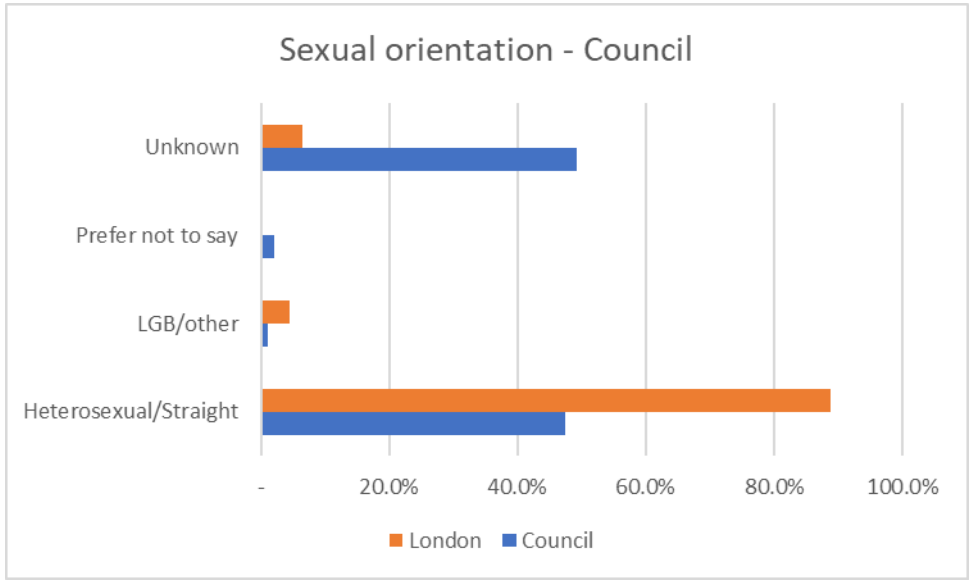
<table><tr><th>Maternity during last two years?</th><th>%</th></tr><tr><td>Yes</td><td>3.1%</td></tr><tr><td>No</td><td>96.9%</td></tr><tr><td>Grand Total</td><td>100.0%</td></tr></table>
<u>Impact</u></td><td>☒</td><td>☐</td><td>☐</td><td>☐</td></tr>
</table>

	While the EIA process has not identified any negative impacts on groups with protected characteristics, it is anticipated that the strategic approach undertaken as part of this Action Plan will have a positive ripple impact on all other protected groups.				
Race/ Ethnicity	Black, Asian and Multi-Ethnic people are under-represented in the workforce, compared with the Borough population, and the reverse is true of White people. Just under 10% of staff do not have ethnicity recorded but this does not account for the difference. At a more detailed level, proportions of both White and Black ethnic groups in the workforce exceed those in the Borough population. Other groups are under-represented, notable Asian at around 20 percentage points below. ) **Impact** The Race Equality Action Plan will have a positive impact on race and ethnicity.	☒	☐	☐	☐

Religion or belief	The religion or belief system of over 50% of staff is not recorded. All major religions are represented in the Council but conclusions about proportions are difficult with this level of missing data  [1] **Impact** While the EIA process has not identified any negative impacts on groups with protected characteristics, it is anticipated that the strategic approach undertaken as part of this Action Plan will have a positive ripple impact on all other protected groups.	☒	☐	☐	☐
Sex	The majority of Council staff are female. This gender structure is reflected in the Directorates with the exception of Community.	☒	☐	☐	☐

[1] Annual Population Survey (ONS) mid-year estimates 2019

	 **Impact** While the EIA process has not identified any negative impacts on groups with protected characteristics, it is anticipated that the strategic approach undertaken as part of this Action Plan will have a positive ripple impact on all other protected groups.				
Sexual Orientation	Just under 50% of staff did not record their sexual orientation. This is additional to the 2.2% who selected "Prefer not to say". 47.5% of staff selected Heterosexual/ Straight and 1.1% Lesbian, Gay or Other.	☒	☐	☐	☐



Impact

While the EIA process has not identified any negative impacts on groups with protected characteristics, it is anticipated that the strategic approach undertaken as part of this Action Plan will have a positive ripple impact on all other protected groups.

2.1 Cumulative impact – considering what else is happening within the Council and Harrow as a whole, could your proposals have a cumulative impact on groups with protected characteristics?

☒ **Yes** **No** ☐

If you clicked the Yes box, which groups with protected characteristics could be affected and what is the potential impact? Include details in the space below

In light of the tragic murder of George Floyd, the Black Lives Matter protests, and the disproportionate impact of Covid-19 on people from a Black, Asian and Multi-ethnic backgrounds, we recognised that the council could do more to enhance the experiences and outcomes for our staff. According to our most recent ethnicity pay gap data, the council's Black, Asian and Multi-ethnic staff do not fairly represent Harrow's resident population. Although Harrow Council is a diverse employer, the lack of leadership diversity within some parts of the organisation is visible, with a lack of representation in leadership, management and senior tiers within the organisation, and a bottle neck between junior and managerial grades with Black, Asian, and Multi-ethnic staff generally concentrated in lower grades.

In terms of staff experiences of race, the Independent Race Review led by Dr Patrick Vernon and the Race Survey undertaken by FW Business, showed that 74% of staff had either experienced or witnessed racism in some form. 64% of staff could not definitively say that the council was not structurally racist, compared to 59% of staff who could not definitively say that the council was not institutionally racist. One of the key findings of the Review was the psychological trauma felt by staff affected by bullying and harassment. Crucially, in terms of training and development, 56% of staff were keen to gain relevant experience, 51% wanted access to opportunities, and 44% welcomed the idea of having a training needs analysis and action plan.

The council has therefore made a decision to begin work on equality, diversity and inclusion by focussing on race and ethnicity in the first instance. Although the report sets out the council's strategic vision around race equality, and launches a series of new corporate objectives for the organisation for Black, Asian and Multi-ethnic staff, this report will form the framework that underpins our strategic work on equality, diversity, and inclusion, to ensure the council's policies and practices are fair and equitable for all staff in order to promote a workforce that is inclusive and accessible for everyone.

2.2 Any other impact - considering what else is happening nationally/locally (national/local/regional policies, socio-economic factors etc.), could your proposals have an impact on individuals/service users, or other groups?

☐ **Yes,** **No** ☒

There is no other impact.

3. Actions to mitigate/remove negative impact

Only complete this section if your assessment (in section 2) suggests that your proposals may have a negative impact on groups with protected characteristics. If you have not identified any negative impacts, please complete sections 4 and 5.

In the table below, please state what these potential negative impact (s) are, mitigating actions and steps taken to ensure that these measures will address and remove any negative impacts identified and by when. Please also state how you will monitor the impact of your proposal once implemented.				
State what the negative impact(s) are for **each** group, identified in section 2. In addition, you should also consider, and state potential risks associated with your proposal.	Measures to mitigate negative impact (provide details, including details of and additional consultation undertaken/to be carried out in the future). If you are unable to identify measures to mitigate impact, please state so and provide a brief explanation.	What action (s) will you take to assess whether these measures have addressed and removed any negative impacts identified in your analysis? Please provide details. If you have previously stated that you are unable to identify measures to mitigate impact please state below.	Deadline date	Lead Officer

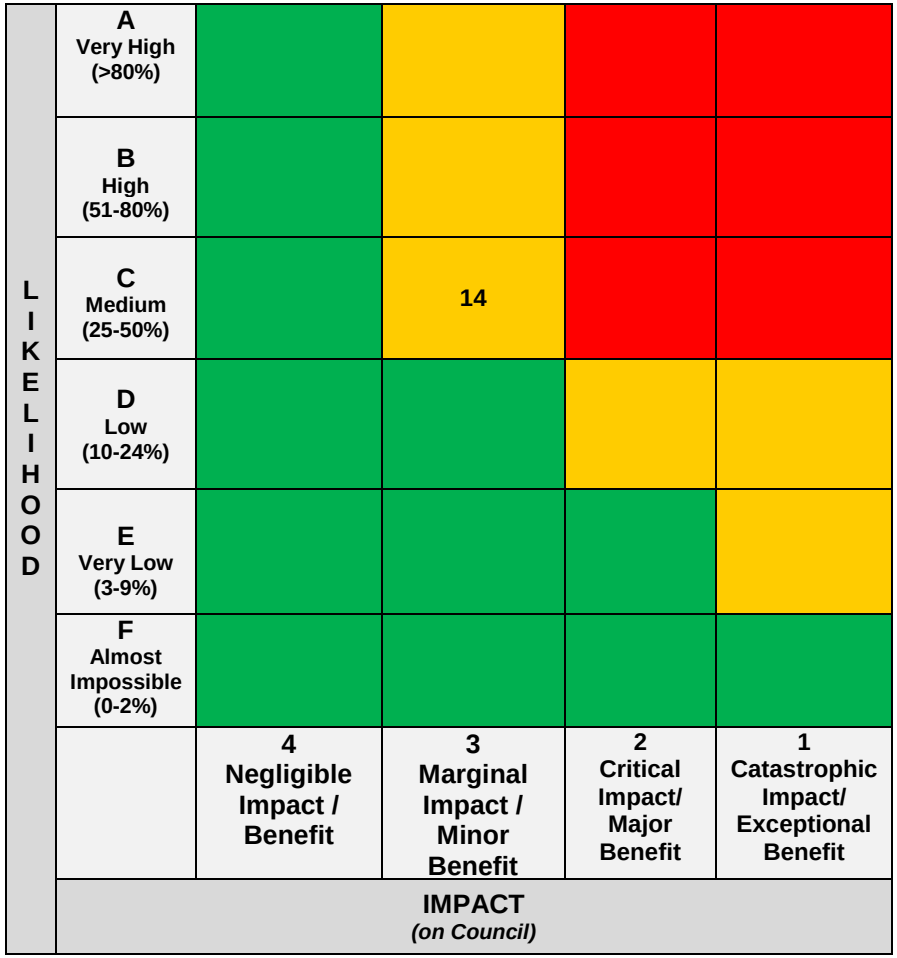
4. Public Sector Equality Duty How does your proposal meet the Public Sector Equality Duty (PSED) to: 1. Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010 2. Advance equality of opportunity between people from different groups 3. Foster good relations between people from different groups
Include details in the space below

1. The Race Equality in Harrow Council report and Race Equality Action Plan will not result in any direct or indirect discrimination of any group that shares the protected characteristics.
2. The Race Equality in Harrow Council report and Race Equality Action Plan will help to advance the equality of opportunity for groups who share relevant protected characteristics and those who do not by addressing inequalities around access to employment and skills, rates of pay and business opportunities.
3. The Race Equality in Harrow Council report and Race Equality Action Plan will help foster good relations between communities through the creation of a good economy, which whilst providing economic growth, is built on the foundations of inclusivity and strong, cohesive communities.

5. Outcome of the Equality Impact Assessment (EIA) click the box that applies
☒ **Outcome 1No change required: the EIA has not identified any potential for disproportionate impact and all opportunities to advance equality of opportunity are being addressed**
☐ **Outcome 2** **Adjustments to remove/mitigate negative impacts identified by the assessment, or to better advance equality, as stated in section 3&4**
☐ **Outcome 3** **This EIA has identified discrimination and/ or missed opportunities to advance equality and/or foster good relations. However, it is still reasonable to continue with the activity. Outline the reasons for this and the information used to reach this decision in the space below.**
Include details here

HARROW COUNCIL – DRAFT CORPORATE RISK REGISTER– 2021/22 Q2

No.	Risk	Q1 21/22	Q2 21/22	RM
14.	Systemic issues of inequality and disproportionality experienced by staff of black heritage are not recognised and addressed by the Council [Staff Dimension]	C3	C3	⇔



No.	Borough Plan 2030 Priorities	Risk Description	Inherent Risk Rating	Key Measures in place to Manage Risk (Key Controls)	Residual Risk Rating		Further Action Planned & Underway & Implementation Date	Risk Owner/ Manager Responsible	Update & Date
					Q1 21/22	Q2 21/22			
14.	**Priorities:** Tackling racial disproportionality, inequality and disadvantage	**Risk:** Systemic issues of inequality and disproportionality experienced by staff of black heritage are not recognised and addressed by the Council **[Staff Dimension]** **Causes** • Murder of George Floyd and the international pressure and momentum arising from this • Diversity ambitions of the Council have not been fully fulfilled • Historic weaknesses in data and data analysis in relation to diversity **Consequences** • Continuing issues of inequality for staff	**B2**	• Appointed an Executive Sponsor for race (LBH Chief Executive) • Cross-party members' group established on BLM and the broader Equality, Diversity and Inclusion Strategy for the Council • Appointed a senior independent consultant to undertake an independent review in the context of BLM and wider BAME issues • LBH BLM Staff Group set up • Series of educational webinars for staff as part of Black History Month • Signed up to the Race at Work Charter • Signed up to the Business in The Community Mentoring Scheme • Borough Plan updated • Development of the Equalities, Diversity and Inclusion Strategic Framework to inform the EDI (Equalities, Diversity & Inclusion) Action Plan • Race survey on current and former staff completed • Internal race review conducted by Patrick Vernon • Workplan agreed (incl. the review of equalities governance) to implement Patrick Vernon findings • New EDI unit established to take forward Equalities strategy	**C3**	**C3**	• Fully Implement recommendations of the race review by Patrick Vernon **(April 22)** • Report to Cabinet on implementation of the Vernon Report **(Oct 21)**	Sean Harriss	Q2 2021/22 Tracey Connage 18/08/21 We have made significant progress to date in the development of the race equality action plan to implement the outcomes of the race review conducted by Patrick Vernon. However the issues must also be addressed as well as recognised and this factor maintains the risk at an Amber C2 level in Q2.