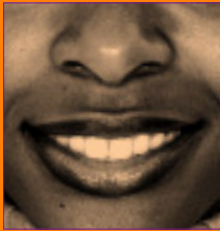




Single Equalities Scheme 2007-2010



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1 Foreword

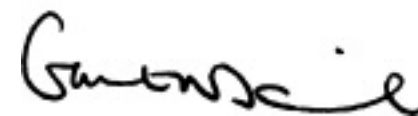
The Single Equality Scheme sets out Brent's commitment to make equality and fairness part of every service we provide to the community. The development of this Scheme clearly demonstrates our determination to deliver equality of opportunity for our staff and service users.

We recognise the richness that diversity creates, and the importance to this agenda of leadership and commitment at all levels of Brent Council. Equality is one of Brent Council's core values and we want the Single Equality Scheme to have a real impact on the lives of the people we serve. We have produced a meaningful action plan which identifies areas for improvement, as well as guiding the corporate and service planning process. We at Brent will continue to work in partnership with others to maintain a positive approach to equality and diversity in every aspect of our work.

Brent will continue to promote an inclusive culture for everyone. It will deliver this through its roles of community leader, local employer and service provider. We will strive to become an employer of choice – we believe a representative workforce is essential to meeting the needs of our diverse customers and local community.

Diversity at Brent embraces differences of culture, work style, thought, age, caring responsibilities, sexual orientation, faith/non faith and belief. Our drive on equality and diversity is not a one-off initiative – it is an integral part of our everyday business. This is why, for instance, we have a refugee strategy to ensure we provide culturally sensitive services tailored to the needs of this group. It is why, too, Brent has been involved in an event with the Multi Faith Forum to encourage the reporting of religious hate crime.

Brent Council will continue to monitor its performance through the systematic monitoring of Departmental equality action plans across each service area. We will remain dedicated to the sustained use of the equality impact assessment process, testing the delivery of each service area across the borough.



Gareth Daniel
Chief Executive

2 Introduction

The council's vision for Brent is to make it a better place to live and visit, with a safe, clean, green and lively environment. We want Brent to be a prosperous, healthy place where there are opportunities for all. Brent's Corporate Strategy 2006-2010 sets out the council's priorities and ambitions for Brent over the next four years. These priorities were defined following extensive consultation and local needs analysis.

The council's Improving Brent Programme is at the heart of our ambition to become one of the best local councils in the country. Equality is at the heart of the plan, and central to how we turn our vision into a reality. We have integrated all equalities and diversity issues into our policy development, implementation, evaluation and review processes. We have in place internal structures to ensure that all of the equality strands are reflected in our policies and practices.

2.1 Why produce a Single Equality Scheme?

The purpose of the Single Equality Scheme is to clearly define how Brent Council will continue to meet its obligations under a raft of equalities legislation.

This includes the Disability Discrimination Act 2005, the Race Relations Act 2000, the Sex Discrimination Act as amended by the Equality Act 2006, Employment Equality (Religion or Belief) Regulations 2003, the Employment Equality (Sexual Orientation) Regulations 2003, the Equality Act, the Employment Equality (Age) Regulations 2006 Part 2 of the Equality Act regarding goods, facilities and services, and the Human Rights Act 1998.

The Single Equality Scheme signifies the corporate commitment which Brent has to creating an environment of true equality and diversity across the borough. It ensures all new and existing equality legislation is placed at the centre of the council's strategic development, service delivery and employment practices. It makes sure that equality is an integral part of the way in which we work.

The aim is to present an equality scheme which highlights priority actions identified across the council over the next three years. This clearly sets out our approach to mainstreaming equality within each of the services and addresses the key aspects of the General Duty. The legislation on equalities places a positive emphasis on incorporating equality into the planning stages of policy. It represents a change in the legal framework, by stressing the need for public authorities to identify and address not just actual

discrimination but potential discrimination as well.

It is acknowledged that there are core similarities between the different strands of equalities legislation. It is also recognised that there are unique differences in the statutory requirements for these strands.

These differences are addressed within the Single Equality Scheme. The Single Equality Scheme provides an opportunity to focus on a range of other equality strands such as age, belief and religion, and sexual orientation and assists us in responding to issues of multiple discrimination. This scheme also demonstrates how our approach to equality goes beyond our statutory obligations, and provides an indication of how we embed equality and diversity within all areas of operation.

The document has been developed by the Corporate Diversity Team and the contents of the action plan have been developed from service areas across Brent. Additionally, consultation with the community has taken the form of a workshop consisting of a variety of representatives from key equality strands.

2.2 How is the Single Equality Scheme structured?

The scheme has been divided into four main sections. The first looks at Brent's population profile in terms of different types of diversity. The second looks at public involvement and the consultation process for the Single Equality Scheme. The third section looks at general and specific duties, and Brent's response to those duties. The fourth section provides an action plan, which focuses on the council's chosen priorities in service delivery and employment practices on equality for the next three years. Plans to improve and promote race and disability policies – as featured in the Combined Race and Disability Equality schemes – are reviewed and reported on in the Single Equality Scheme.

The Single Equality Scheme is a public document. The council is therefore accountable to the public for delivering the programme set out in this scheme.

The report will be made available to all our employees, to elected councillors, to trade unions, partner agencies and to members of the public. The report will be published on the internet and will be available in Brent's One Stop Service and libraries.

3 Brent's Diversity at a Glance

3.1 Race

The Community

Brent has been described as the most ethnically diverse local authority in England. Black and visibly minority ethnic communities in Brent make up the majority of the population at 55 per cent. According to the Office for National Statistics, if you were to pick two Brent residents at random, there would be an 85 per cent chance that they would come from different ethnic communities.

Only 29 per cent of Brent's population are White British. This equates to approximately 77,000 of the 263,464 residents living in Brent. The local White Irish community make up almost seven per cent of the local population, the largest Irish community in England and Wales. In localised areas around Dollis Hill and Cricklewood this figure is as high as 14 per cent.

There are nearly as many Asian people (73,000) as White British people living in Brent. The Asian population is largely

made up of the Indian sub-group, 48,500 people – 18 per cent of the local population.

Brent also has a very prominent black community – nearly twice the average for London. A total of 52,337 black people live in the borough, mainly in the southern areas. In both Harlesden and Stonebridge, Black Caribbean people make up around 25 per cent of the local population, which accounts for about ten per cent of residents in the entire borough.

Brent also has twice the number of Pakistani residents (4 per cent) compared to London's average, and a significant Other Asian population (12,628 people, or nearly five per cent of the overall population), of which the majority is of Sri Lankan descent. More than 130 languages are spoken with Gujarati, Hindi, Punjabi, Somali and Urdu being the majority community languages.

Brent is home to nearly 20,000 refugee and asylum seekers (between 6.5 and 7.5 per cent of the local population), and 2,000 Irish Travellers and Polish Roma.

Ethnic Profile for Brent Source: Census 2001, Office for National Statistics

ETHNIC GROUP	ETHNIC SUB-GROUP	POPULATION	PROPORTION IN BRENT
White	British	119,278	45.2%
	Irish	76,893	29.1%
	Other	18,313	6.95%
		24,072	9.13%
Mixed		9,802	3.72%
	White and Black Caribbean	2,739	1.03%
	White and Black African	1,739	0.66%
	White and Asian	2,529	0.95%
Asian	Other mixed	2,795	1.06%
		73,062	27.73%
	Indian	48,624	18.4%
	Pakistani	10,626	4.03%
Black	Bangladeshi	1,184	0.44%
	Other Asian	12,628	4.79%
		52,337	19.86%
	Caribbean	27,574	10.4%
Chinese	African	20,640	7.83%
	Other Black	4,123	1.56%
		2,812	1.06%
Other ethnic group		6,173	2.34%

3 Brent's Diversity at a Glance

Staff

We have ethnic data for 96 per cent of our staff. Between April 2005 and March 2006, Black and Minority Ethnic employees made up 54 per cent of the total workforce and held 47 per cent of all management posts.

Of the top five per cent of earners in the council, 19 per cent are black and minority ethnic employees compared to the London average of 10.9 per cent.

3.2 Disability

The Community

Physical Disability – There are approximately 24,000 people living with a self-defined limiting long-term illness in Brent. Limiting long-term illness could include those with more minor ailments, as well as those requiring specialist treatment in medical and care establishments. The following table provides data on long term physical impairment among Brent residents.

BRENT DATA ON LONG TERM IMPAIRMENT	NUMBER ESTIMATES
People aged between 16 and 64 with a self defined limiting long-term illness living in the community in Brent	23,307
Number living in communal establishments (2001 census)	356
People who are hard of hearing (2001 census)	34,250
Deaf blind (2001 census)	98
Totally blind and partially sighted (all ages, 2001)	3,656
Registered blind (2001)	1,708

Learning Disability – There are about 9,000 people living with a learning disability in Brent. Approximately 1000 people have a severe learning disability and 8000 have a mild/moderate learning disability.

Mental Health – It is estimated that one per cent of the population have schizophrenia and one per cent have bi-polar disorder. In terms of people with a serious mental disorder this equates to approximately 2000 people in Brent.

Statistics relating to mental health can only be assessed in relation to those who have been diagnosed. For those who are regarded as not having a serious mental health problem, it is estimated that:

- There could be as many as 18,000 people in Brent suffering with depression
- There could be as many as 9,000 people living in Brent with an undiagnosed mental health problem.

Staff

As of March 2006, 3.92 per cent of staff declared themselves disabled. Three per cent of disabled staff has held management posts and 7.5 per cent of the council's most senior posts are held by disabled staff.

3.3 Gender

The Community

Of the 263,464 people living in Brent, 48.5 per cent are men and 51.5 per cent are women. Forty six per cent of economically active residents are female.

Ninety four per cent of lone parents with dependent children are women. Of women who are lone parents 27.7 per cent are in full-time employment, and 16.5 per cent in part-time work. This compares to 43.7 per cent of male lone parents in full-time work and 8.8 per cent in part time employment.

Staff

In 2006, 62 per cent of Brent Council employees were women. Women make up 51.5 per cent of Brent's population. As only 38 per cent of employees are male, this means men are underrepresented. However, this under representation of men is not replicated at higher levels of the organisation.

In March 2006 women held 56 per cent of all management posts (graded at PO1 and above, with a salary range from £26,157 to £47,409). Forty four per cent of women are amongst the top five per cent of earners in the council (posts graded at Hay 6 and above, with a salary range from £48,276 to £51,780) and hold 37.5 per cent of the most senior graded posts (salary ranging from £55,533 to £153,708).

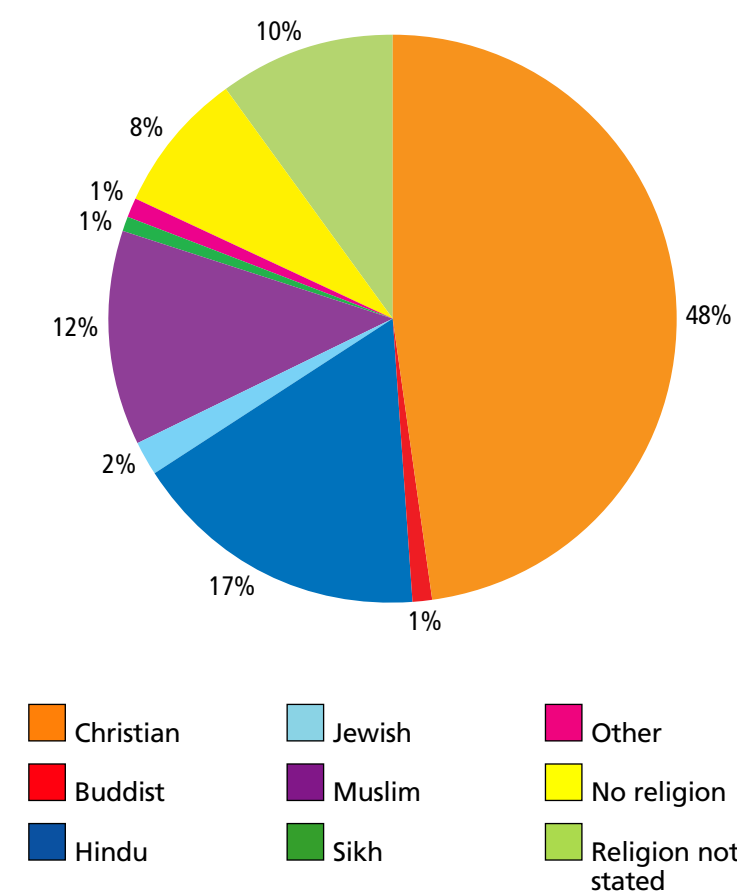
3 Brent's Diversity at a Glance

3.4 Religion and Belief

The Community

The borough consists of a community which boasts a variety of religions and beliefs, values and lifestyles. According to the 2001 census, 48 per cent of residents gave their religious affiliation as Christian (compared to 58 per cent of London's population), 17 per cent told the census they were Hindu (compared to four per cent of London's population) and 12 per cent said they were Muslim (compared to eight per cent across London). The borough is also home to a significant Jewish (two per cent), Buddhist (one per cent) and Sikh (one per cent) community. Ten per cent of the local population replied that they had no religion (compared to 5.8 per cent across London) and eight per cent did not provide any religious affiliation.

Religious profile in Brent



Staff

We are not able to provide data on belief and religion of our employees as we did not monitor this. We plan to monitor this in the future.

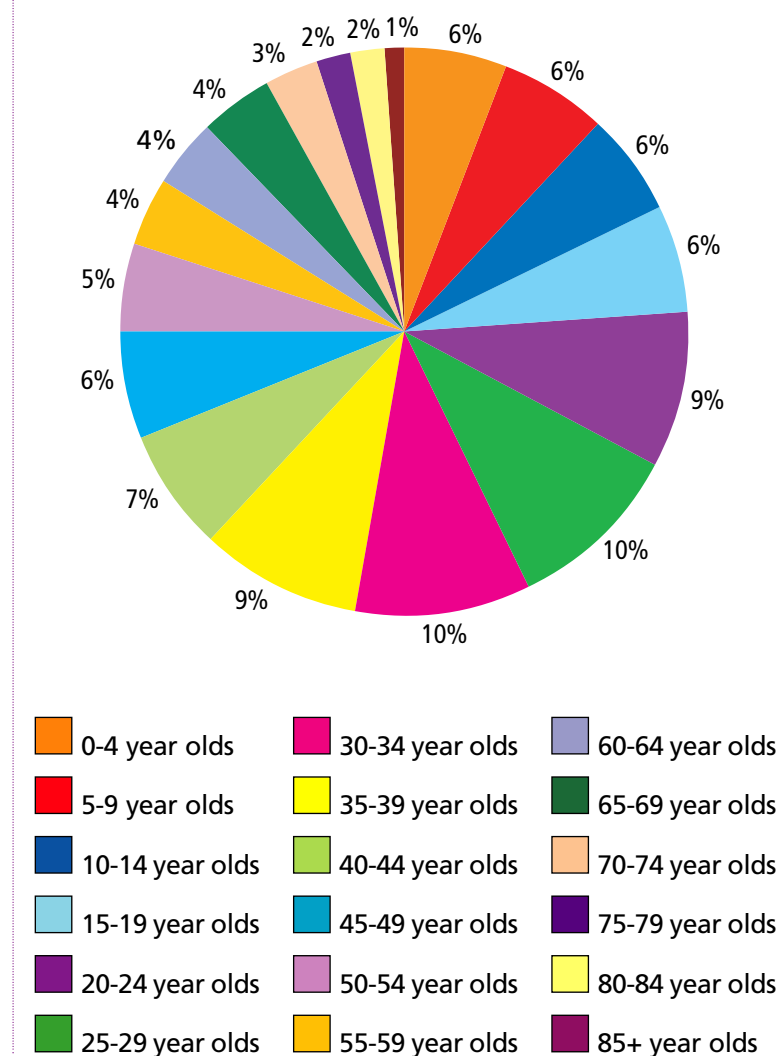
3.5 Age

The Community

Brent's population is fairly young. Twenty five per cent of the population is under 19 years old, and 37 per cent aged between 20 and 39 years.

Brent's pensioners make up 14 per cent of the population, (lower than Greater London and England and Wales, at 15.5 per cent and 18 per cent respectively).

Age breakdown for Brent's population



3 Brent's Diversity at a Glance

Staff

The highest proportion of employees is in the age group of 35-54 years, making up 57 per cent of the workforce. Five per cent of employees are in the 16-24 age group, ten per cent are in the 35-39 age group, 11 per cent are in the 30-34 age group and 15 per cent are in the over 55 age group, with two per cent unknown. (There is no significant difference between the proportion of men and women in all the age communities).

3.6 Sexual Orientation

Sexual orientation was omitted from the last Census and from the Office for National Statistics annual national Census, and this consequently makes it difficult to have any general understanding of the demographics of LGBT communities. As a result, we have been unable to provide statistics which relate specifically to Brent. We can confirm, however, as a council that we are now committed to monitoring this category and will be able to provide more concrete data over the next three years. It will also feature as a category as part of the 2011 Census.

Information below has been extrapolated from the general London population, which relates to homophobic crime, homophobic bullying in schools and health and social issues. The studies were conducted in 2003–2006.

Homophobic crime

A 2003-04 study by Stormbreak, an LGB market research agency, shows that as many as 45 per cent of LGB Londoners had at some point experienced a homophobic crime.

Homophobic bullying in schools

Stonewall recently carried out a survey of 300 secondary schools and found that 82 per cent of teachers were aware of verbal incidents, and 26 per cent aware of physical incidents of homophobic bullying. However, only six per cent of schools had anti-bullying policies specifically designed to combat homophobic bullying.

Health and Social Disorders

- 75 per cent of gay men under 36 years of age have tried drugs compared to 47 per cent of the general population
- 50 per cent of isolated lesbian/bisexual women have serious alcohol-related problems
- Domestic violence, eating disorders and cancers also all affect lesbians and gay men disproportionately.

4 Involvement and Consultation

In order to draw up this scheme, Brent Council has worked hard to involve and consult staff and the wider Brent community, using a variety of methods.

4.1 Why Involvement and Consultation is important

Brent Council regularly involves and consults on a wide range of specific matters. This gives our residents the opportunity to tell us what they think about the council and its services.

As a council we are committed to:

- eliminate unfair discrimination
- promote equality of opportunity
- recognise and value diversity
- promote social inclusion
- promote community cohesion
- encourage good community relations.

Brent Council aims to ensure that all individuals and communities feel able to engage and are actively involved with the various consultation activities of the council irrespective of their age, disability, religion and belief, gender, race or sexual orientation.

However, experience has shown that traditionally certain sections of the community have missed out on involvement and consultation exercises. The corporate diversity team therefore tried to make sure that there were no barriers preventing people from having their say, and getting actively involved in consultation events.

Different sections of the local population may have needs or views that are unique and distinct. If they are not involved and consulted, they only get more marginalised, and services continue to fail to meet their needs. For the Single Equality Scheme to be inclusive it was paramount to target as many groups as possible. The groups that are not always easy to reach and do not often get involved in council consultation include:

- disabled people
- gypsies and Travellers
- refugees and Asylum Seekers
- people from Black and minority ethnic communities
- lesbian, gay, bisexual and transgender people
- older people

- young people
- some religious groups
- women
- people with caring responsibilities.

It is the responsibility of the council to be proactive in breaking down the barriers to engagement, and bring people together for different involvement and consultation exercises. The types of barriers that individuals and communities may face include:

- physical accessibility, e.g. transport to venues or gaining access to the venue itself
- language and communication difficulty, e.g. people with visual and/or hearing impairment
- cultural traditions
- social expectations, e.g. sceptical about working with government bodies
- lack of confidence
- excessive levels of consultation, placing unreasonable demands on individuals
- financial barriers such as the cost of transport, child care and so on.

Conducting involvement and consultation exercises can produce clear and definite benefits both for the council and for the people being consulted. The potential benefits include:

- more closely targeted services which are better able to meet the needs of the service users
- improved take up of service
- increased user satisfaction with services
- proactive rather than reactive approaches to addressing problems in service delivery
- consultation results can be used to improve decision making
- the council fulfils its community leadership role
- better informed policy and decision making, which is user-led not service-led.

4 Involvement and Consultation

4.2 Aims of the Involvement and Consultation Process

The aims of this involvement and consultation process were:

- to introduce the main provisions of the Single Equality Scheme
- to provide people with the basic information about Brent Council's duties under the relevant diversity legislation
- to invite and receive comments about the council's proposal to have one document that includes all of the different equality strands i.e. age, gender, religion and belief, disability, race, and sexual orientation, rather than a series of different equality schemes
- to enable people to comment more generally about their experience of diversity in relation to the council as an employer, a service provider and as a partner agency
- to help them tell us how they think improvements can be made.

4.3 Methods used for the Involvement and Consultation Process

The Corporate Diversity Team had thought hard about what steps to take to ensure that some hard to reach groups got involved. It was decided that focus groups, which enable structured discussions, would be the best way to involve and consult these groups. Representatives from different groups relating to the specific equality strands were invited to attend, for example Brent Black and Minority Ethnic Consultative Forum, Brent's Multi Faith Forum, and individuals who have multiple interests.

To add more substance to the evening, the people that came were asked to move tables when different diversity issues were being discussed. This allowed a range of views to be shared and encouraged representatives to get to know each other as well as learn something about other areas of equality.

It was important that the information gathered from the involvement and consultation reflected the community. We therefore asked representatives from specialist groups to act as community consulters within their specialist area by

conducting questionnaires in paper and electronic formats. This provided valuable feedback. A 54 per cent response rate was obtained enabling the Corporate Diversity Team to compile the following findings.

4.4 Consultation findings – general messages

Over the course of the involvement and consultation event some specific areas of concern were raised and debated. Details of some of the consistent views which were aired at this event are highlighted below.

On the whole, the people we consulted welcomed the proposal for a Single Equality Scheme and were very positive about having one joined up scheme which included all equality strands. There was a view that the scheme should be more concise than previous schemes, be written with less jargon, be easier to understand, and include more graphics and pictures. It was also suggested that the scheme should be produced in different accessible formats such as CDs and DVDs, and made available in libraries and One Stop Shops.

Representatives felt The Brent Magazine should be better utilised and that it should include a summary of the Single Equalities Scheme. This summary should include information about where the scheme can be found, plus an annual update providing details of progress in relation to the targets contained in the scheme. This would give a proper sense of accountability.

It was also felt that the council still needed to do some more work to:

- educate the community and staff so they are better equipped to understand the diverse needs of the community
- provide information around different diversity strands in the Brent magazine and the internet, especially around festival or history months.

In terms of the consultation process, it was felt that the council has a tendency to go to the same people every time, and there were concerns about how representative these views were of the wider population of Brent.

It was asserted that Brent Council needs to establish a better dialogue with the residents rather than concentrating only on relationships with various organisations that represent special interest groups within the community – although their input is important.

4 Involvement and Consultation

4.5 Consultation findings – key issues for Brent Council

Age

- ensure that there are positive images of older people in the workplace to promote greater age diversity
- ensure that social care services are designed in consultation with older people, and meet the full range of their needs
- consult older people, and take advantage of available research to ensure that services and public spaces are planned in a way that meets older people's needs
- there is a low take up of benefits, including council tax benefit and attendance allowance, amongst older people. Steps should be taken to provide older people with the information and support they need to access the benefits to which they are entitled
- ensure the needs of people of all ages are taken into account when developing whole-community services and public spaces.

Disability

- communication is a particular issue for deaf/hard of hearing people as there seems to be a lack of training for frontline staff and there is a time issue related to accessing interpreters. More staff need to be trained to communicate with deaf/hard of hearing customers
- people with a learning disability have problems in accessing and understanding the format in which information is provided by the council
- we need to have more employment schemes for disabled people to build up their confidence.

Religion and Belief

- all religion and belief should be equally celebrated
- monitor the religion or belief of decision makers and staff, so the correlation between staff and the religious groups they serve can be tracked
- there has been a backlash against certain sections of the community due to media coverage. The council needs to engage better with these groups to encourage community cohesion

- proper monitoring of all religion and belief groups would identify the direct services that the different groups require.

Gender

- ensure equal pay for men and women
- tackle sexism, sexual discrimination and sexual harassment
- ensure all workplaces promote gender equality and take action on non-compliance
- work closely with women's organisations and women's aid projects by organising focus groups about the gender duty. Working with other statutory and voluntary organisations providing services to women in a similar way.

Race

- achieve equality of representation of Black Minority Ethnic communities at senior management and policy decision making levels in the council
- ensure understanding and appreciation of diverse cultures, traditional values and needs of the communities in service delivery
- address the lack of adequate support services for BME families in areas like housing and recreation facilities, which impacts especially negatively on for BME communities
- provide access to literacy and skills development for adults in hard to reach BME communities.

Sexual Orientation

- visible support from senior managers for staff whatever their orientation
- regeneration in Wembley/South Kilburn and so forth should take into account LGBT groups and communities, for example the North West London LGBT Group, Mosaic Youth
- educate staff, children, community about sexual orientation by doing work to challenge assumptions.

4 Involvement and Consultation

4.6 Consultation findings – the priorities for Brent Council

- encourage more schemes which enable people from different backgrounds to volunteer and share their experiences of living/growing up in Brent
- ensure that targets are workable – not a long list which looks good when the scheme is published but are never actually achieved
- more council officials going into the community to give presentations about the work they are doing to promote equality of opportunity for the different groups
- increase the number of diversity events to encourage people from the different strands to mix and gain an understanding across different groups
- strong leadership from the top to ensure that discrimination and harassment will not be tolerated in the borough
- work in partnership with specialist organisations to conduct impact assessments on proposed and existing services in Brent.

4.7 Conclusion

Brent Council is aware that effective consultation that will bring about change will only occur when the community is truly engaged.

We understand that by tailoring services to the actual needs of the community we will provide more cost effective and better quality services, and improve customer satisfaction. This in turn will lead to fewer complaints and potentially more outcomes because less time will be spent dealing with complaints. This will give staff more time to attend to core activities and responsibilities.

5 The general and specific duties

5.1 Introduction

The Race Equality Duty was introduced in 2001. It has been followed by the introduction of the Disability Equality Duty (DED) which came into force on 4th December 2006, and the Gender Equality Duty (GED) which was introduced in April 2007.

The Single Equality Scheme outlines our response to these duties, and applies these requirements to the remaining equality strands - religion or belief (including lack of religious belief), age, and sexual orientation.

Equal opportunities legislation is divided into two sets of duties – general duties which apply to all public authorities and specific duties which apply to specific organisations.

The General Duty outlines a requirement of all public authorities to mainstream equality through all processes and policies within an organisation.

This is applied to public authorities who are legally required to have 'due regard' specifically to race, gender and disability equality. We continue to maintain good practice through the application of the General Duty, not only in race and disability equality but across all equality strands. The General Duty is viewed as a requirement to ensure that equality is embedded in every area of our work.

5.2 The General Duty – Race

The general duty requires that all public authorities have due regard in carrying out their function to the need to:

- eliminate unlawful discrimination
- promote equality of opportunity between persons of different communities
- promote good relations between persons of different racial community.

5.3 The Specific Duty – Race

In addition to the general duty, public authorities are bound by specific duties. One of the specific duties relates to the provision of a race equality scheme. The purpose of this is to explain how the organisation meets the requirements of the general and specific duties.

Public Authorities are also bound by an employment duty to monitor ethnicity in relation to the following categories:

- staff in post
- applications received for employment, training and promotion

- recipients of training
- grievance activity
- disciplinary action
- termination of employment.

5.4 The General Duty – Disability

The Disability Equality Duty says that Public Authorities must have due regard when carrying out their functions to the need to:

- eliminate unlawful discrimination
- eliminate harassment based on disability
- promote positive attitudes towards disabled persons
- promote equality of opportunity
- encourage disabled people to participate in public life
- make every effort to meet the needs of disabled people, even if this requires more favourable treatment.

5.5 The Specific Duty – Disability

Most public bodies are covered by the specific duty and are required to achieve the following:

- publish a disability equality scheme
- involve disabled people in producing the scheme and action plan
- show what actions are taken in the scheme, and what appropriate outcomes are achieved
- report on progress and revise the scheme.

Public bodies have a legal duty to ensure the active involvement and input of disabled people into the scheme, which clearly reflects the needs of the disabled community. It is recognised that the key to improving services is the ability to work with representative bodies of disabled people during the consultation process. This involvement helps the council address areas of potential discrimination.

The disability equality scheme is viewed as a living document, against which we continue to measure our success. We must ensure that our action planning reflects the progress we have made, and the changes which have been implemented. In essence, the purpose of the action plan is to tackle core issues of disability inequality identified as priorities across the council.

5 The general and specific duties

5.6 The General Duty – Gender

The Equality Act 2006 introduces a new positive duty for public authorities to promote gender equality. Public authorities are required to have due regard in carrying out their functions to the need to:

- eliminate unlawful sex discrimination
- promote equality of opportunity between men and women.

5.7 The Specific Duty – Gender

In support of the general duty there are a number of specific duties. These are:

- publish a gender equality scheme
- consult stakeholders in determining the objectives of the scheme
- consider the need to include objectives aimed at tackling the causes of any gender pay gap
- assess the impact of current and proposed policies and practices on gender equality
- implement action points of the scheme and report against progress annually
- review the entire scheme every three years.

These duties differ in their wording to reflect the range of equality strands addressed, and the issues which need to be addressed within these areas. The main principles held within each of the general and specific duties relate to race, disability and gender and are applied to all of the equality strands in operations across the council.

The next segment illustrates how Brent incorporates the general and specific duties into our daily operations, by applying their standards to all of the equality strands.

5.8 Brent's Response – Race

The Race Relations Act 1978 (as amended) identifies legal responsibilities under the General Duty when implementing policies and practices within public authorities. Brent has adopted a proactive approach to these requirements.

Race equality and equality of opportunity is promoted in conjunction with our external partners through user forums such as the Black and Minority Ethnic user Consultative Forum (BME Forum). The Black and Minority Ethnic Forum was

launched in October 2003 to consult with the community on issues of concern to them. It has a membership of 600 residents and community representatives. It meets quarterly to discuss a range of issues which affect the community such as housing, mental health and procurement and so on. It is supported by a Black and Minority Ethnic Steering Group. This consists of a core of representatives from a range of organisations, and also meets quarterly.

Other vehicles for achieving race equality in all areas of operation include cultural events and partnership working. A commitment is also made by each service area to conduct periodic equality impact assessments and then report on the results. One of the primary specific duties is the production of a race equality scheme.

5.9 Race Equality Action Plan 2006–2007

The purpose of the Race Equality Action Plan 2006-07 is to highlight priority race equality issues identified within each service area. A named officer and director are held responsible for the progression of work against these targets. The Leadership Group on Equality and Diversity is responsible for ensuring that targets are achieved within the given timeframes. This group consists of the Chief Executive, Director of Human Resources and Diversity, Director of Children and Families, Head of Corporate Diversity and chairs of all the four staff forums.

Additionally, the Corporate Diversity Team works with the Diversity Reference Group (diversity champions from each service area) to provide a six monthly progress report. This is then submitted to the Leadership Group and the Corporate Management team.

The Race Relations Act 1978 (as amended) has a specific employment duty which Local Authorities are required to meet. Brent is therefore required to identify specific areas of concern around retention, recruitment and the advancement of black, minority and ethnic employees. These areas are reported on within the Annual Workforce Monitoring Report. The report includes information on the following by ethnic community:

- analysis of all council staff by grade, ethnicity

5 The general and specific duties

5.10 Brent's Response – Disability

In May 2005 Brent established a Disability Equality Liaison Group (DELG). This group is chaired by the Disability Equality Champion, who also sits on the Corporate Management Team. The group meets every three months to discuss and address issues of inequality. The primary purpose of DELG is to progress the disability duty across the organisation.

'Disabled Go' was launched by Brent Council in December 2006. This is an internet-based guide for disabled people and their carers providing access details for 100 venues across Brent. Venue selection has been based upon the combined view of local disabled people and the local authority. We believe that this will make a real difference to the lives of disabled people within the borough.

Brent has also signed up to the Disability Standard, which is endorsed by the Employer's Forum. The standard will assist us in identifying gaps in our performance and will allow us to compare ourselves against other industry members through benchmarking.

The council set up a Disabled Staff Forum in September 2003 and the Chair of that group sits on the Leadership Group on Equality and Diversity and is also a member of Brent's Diversity Reference Group.

In addition to this, the council has established a system of consultation with local disabled people. This is achieved through the Mental Health and Disabled User Forum, which meets with the local community four times a year to consult with local people on key issues affecting the disabled community.

5.11 Brent's Response – Gender

Gender equality is viewed as an integral part of diversity. We are committed to gender equality and our Chief Executive, Gareth Daniel, is the organisation's gender equality champion. Our commitment to this agenda is at the highest level and indicates the importance which we attach to what we see as a business imperative.

The council has introduced a number of initiatives across the organisation to promote gender equality. Brent has a mentoring programme and 80% of places are reserved for women and black and minority ethnic staff. These provisions have proved useful in assisting women to take action around their careers and take advantage of promotion opportunities.

5 The general and specific duties

Brent also launched a Women's Staff Forum in September 2002 which meets four times a year to discuss issues of interest and concern such as sexual harassment, personal safety and positive imagery. In addition to this we have launched a parents and carers network which is open to both men and women. We believe that this forum will be of particular importance to women as there is an expectation that women will adopt the role of primary carer.

Furthermore, in 2006-2007 the work:life balance initiative resulted in some striking improvement, specifically relating to the percentage of women in senior management posts. In March 2006, the percentage of senior women at Brent had risen to 48 per cent. By 2007 that figure had risen again to 50 per cent, meaning we have gender equality in Senior Management. Flexible working for men and women within Brent has taken the form of part-time employment, jobsharers, job splits, flexitime, compressed hours, term time working and voluntary reduced hours. The primary purpose of the work-life initiative is to meet the requirements of diversity and continue to promote gender equality.

Brent celebrated International Women's Day in March 2007 discussing controversial issues such as sexual slavery, challenging negative perceptions of women.

Finally, Brent has been a member of Opportunity Now (an organisation campaigning for women in the workplace) since 2002. The Opportunity Now 2005 benchmarking exercise ranked Brent at the highest level of gold, with an overall score of 86 per cent compared to a local government average of 76 per cent. Jeanette Forder, Opportunity Now's account manager for local government, said: "Gold overall is good. Brent is one of the market leaders in terms of gender equality in local authorities. Most are silver level."

5.12 Brent's Response – Religion and Belief

The European Union's Equality Framework Directive 2000 came into force in December 2003 making it unlawful to discriminate against anyone directly or indirectly on the grounds of religion or belief. The Equality Act 2006 also applies to religion or belief, and offers additional protection to people who do not have a faith.

Against this background, in 2003 Brent established a multi faith forum consisting of representatives from different faith communities. We hosted the forum's first birthday party at the Town Hall. The role of the forum has been defined as working with departments from across the council to ensure that service provision reflects and acknowledges the needs of the core faiths. Council Leader Paul Lorber attended a multi faith forum event held in December 2006 as a guest speaker.

The Corporate Diversity team has provided training for staff around faith /religious beliefs. This training aims to ensure employees are aware of the legal obligations surrounding this area, and understand the associated sensitivities within the communities we serve. Moreover, we endeavour to ensure staff are aware of different customs and beliefs, to avoid unnecessary offence to members of the community, or colleagues.

The council has started to monitor faith and religious beliefs in service provision and employment, in an attempt to identify areas of potential discrimination which we may need to address. Brent acknowledges and celebrates a range of faiths and beliefs. We continue to promote a calendar highlighting a range of religious days. This provides a platform for communities of all faiths to celebrate the key aspects of each one. This assists in promoting community cohesion, and encourages understanding of other religions. It also reflects the many different faiths within Brent.

Brent also has a legally constituted (Education Act 1996) Standing Advisory Council on Religious Education (SACRE). This consists of representatives from the Church of England, a range of other religious beliefs, and a Humanist representative. It also includes teachers, members of the local authority and a teachers association.

We have also been actively involved in working with Muslim women from the community, in partnership with the Metropolitan Police, in response to the events of 7 July 2005. This has resulted in a women's independent advisory group, which works directly with the Metropolitan Police to maintain open lines of communication.

5 The general and specific duties

5.13 Brent's Response – Age

Age discrimination is now illegal in the workplace and all staff must ensure they comply with the new law, under the Employment Equality (Age) Regulations 2006. The Regulations, as they apply to recruitment, became effective from 1 October 2006. We continue to ensure that the recruitment process is fairly administered across the council, and does not take into consideration age unless this can be objectively justified.

An age discrimination working group has been established. This consists of a range of representatives from the Human Resources Department. It aims to help make us an employer of choice, as well as an age-positive employer. We acknowledge that younger employees are underrepresented within the workforce. Further work has been commissioned to look into the reasons for this.

The age profile is monitored annually in the Annual Workforce Monitoring Report. Additionally, in line with age discrimination legislation, the council has adopted the default retirement age provision, which provides older workers with the opportunity to apply to work beyond the traditional retirement age. Brent will continue to work towards the provision of an age diverse workforce.

5.14 Brent's Response – Sexual Orientation

The Lesbian, Gay, Bisexual and Transgender (LGBT) staff forum has been actively working within Brent since September 2004 and continues to thrive within the working environment. This group meets regularly to offer support and discuss issues of concern and interest to this community within the workplace.

Brent is also known to have been the first council to celebrate LGBT History Month, in March 2005, and to have celebrated this on an annual basis since. Brent wrote a booklet for all staff titled Diverse Sexualities. This booklet has been well received by the community and has even been used by health trusts across London to further promote equality within their own organisations.

Brent has been successfully judged as a gay-friendly employer for three years in succession by gay rights campaign group Stonewall. We are pleased to announce that we have moved up a total of 20 positions in this year's Stonewall Workforce Equality Index from the position of 71 to 51. This is a great improvement which we hope to improve on again next year.

Finally, as part of our drive to monitor equality at the stage of recruitment we have started to monitor sexual orientation. We will use this data to monitor sexual orientation in recruitment, in service delivery, and to monitor and address any areas of inequality.



Action Plan for Single Equality Scheme 2007-2010

Targets for Race

RACE TARGET FOR 2007-2010	ACTIVITIES	OFFICER RESPONSIBLE	DELIVER BY	OUTCOME
Increase the number of Black and Ethnic Minority top earners in the council.	Devise a diversity in employment strategy.	Shaun Rafferty STRATEGIC HR MANAGER – HOUSING AND COMMUNITY CARE	September 2007	20 per cent of top earners are BME.
	Monitor BME recruitment.	Simon Britton HEAD OF PEOPLE CENTRE	August 2007	
	Undertake research into barriers for BME staff at senior levels.	Jennifer Crook HEAD OF DIVERSITY/SHAUN RAFFERTY, STRATEGIC HR MANAGER	September 2007	
	Consider positive actions schemes.	Tracey Connage DEPUTY DIRECTOR OF HR AND DIVERSITY/ Jennifer Crook HEAD OF DIVERSITY	September 2007	
Increase the number of BME staff in employment where there is under representation in units of Brent Council.	Devise a diversity in employment strategy.	Shaun Rafferty STRATEGIC HR MANAGER	Sept 2007	53.14 per cent staff are BME.
	Monitor BME recruitment.	Simon Britton HEAD OF PEOPLE CENTRE	August 2007	
	Undertake research into barriers for BME staff in the Brent application process.	Jennifer Crook HEAD OF DIVERSITY/ Shaun Rafferty STRATEGIC HR MANAGER	September 2007	
	Consider positive action schemes.	Tracey Connage DEPUTY DIRECTOR OF HR AND DIVERSITY/ Jennifer Crook HEAD OF DIVERSITY	September 2007	

Targets for Race

RACE TARGET FOR 2007-2010	ACTIVITIES	OFFICER RESPONSIBLE	DELIVER BY	OUTCOME
Improving outcomes for children and young people of Black African and Black Caribbean heritage by reducing the gap. The gap should be no more than 20 per cent for Black Caribbean pupils and no more than ten per cent for Black African pupils.	Monitor overrepresentation of children and young people from certain ethnic communities missing education Implement underachieving communities strategy with key partner agencies Ensure additional educational support is available for children who are looked after or who are in danger of becoming looked after. School Improvement Service to support schools in understanding and addressing equalities issues around achievement.	Mark Ainsworth ACTING HEAD OF CONNEXIONS Rik Boxer ASSISTANT DIRECTOR, ACHIEVEMENT & INCLUSION Anne Edwards LAC IMPROVING OUTCOMES MANAGER Naureen Kauser	Begun Jan 2007 will be updated as appropriate Implementation underway	Ensure access to full time education is available for all children and young people. Accelerate the rate of improvement of under achieving black boys.
Identify service units within Environment and Culture with under-representation of BME staff and develop workforce plan to address gaps.	Establish levels of under-representation, engage with managers to develop plans and implement plans.	Margaret Newman STRATEGIC HR MANAGER, ENVIRONMENT & CULTURE	March 2010	Increase in BME staff within identified units to reflect the residents of Brent.
Improve use of Archive Service by Black and Asian people.	Continue the development of Black and Asian Archive Research projects to increase availability of relevant documents.	Alex Sydney, DEPUTY HEAD OF LIBRARIES, ARTS & HERITAGE	March 2008	Increase in archive material available and use of service by Black and Asian people.
Mainstream Libraries Black History activities to ensure activities run throughout the year.	Develop new programme of activities and launch at Respect Festival.	Susan McKenzie HEAD OF LIBRARY LIBRARIES, ARTS & HERITAGE	July 2007	Increase use of Libraries by BME communities.
Reduce levels of bullying and harassment in schools.	Evaluate impact of anti-bullying policies in schools.	Anthony Felsenstein BEHAVIOR & ATTENDANCE CONSULTANT	Ongoing	Improve educational outcomes by increasing attendance ensuring equalities issues do not impact on achievement.
Ensure service provision is relevant to the needs of the local community by establishing 7 additional Children's Centres as part of phase 2 of the programme in 30 per cent of the most deprived neighbourhoods.	Use family support team to provide culturally appropriate family support to avoid children becoming looked after.	Lesley Fox-Lee HEAD OF EARLY YEARS Janet Palmer ASSISTANT DIRECTOR, SOCIAL CARE	March 2008	Improved additional Children's Centres in 30 per cent of the most deprived neighbourhoods.
Community overview and scrutiny should have greater input into community cohesion in line with the white paper recommendations.	Assess what is required and get agreement on changes through community consultation.	Cathy Tyson ASST DIRECTOR, POLICY POLICY & REGENERATION	March 2008	Improve on Best Value Performance Indicator satisfaction survey of 79 per cent.

Targets for Race

RACE TARGET FOR 2007-2010	ACTIVITIES	OFFICER RESPONSIBLE	DELIVER BY	OUTCOME
Ensure employment of BME and other disadvantaged communities such as Irish Travelers meets Local Area Agreement target 6; 244 BME clients and 180 other disadvantaged clients.	<p>Ethnicity and other disadvantaged groups targets included in Brent in2work's provider grant agreements.</p> <p>Ensure BME and other disadvantaged groups are monitored as part of Brent in2work's client tracking process.</p>	Illa Pattni HEAD OF EMPLOYMENT POLICY & REGENERATION	Monitor monthly until March 08 Monitor monthly until March 09	Action plans agreed with providers to ensure 55 per cent of job outcomes are achieved by BME communities. Local Area Agreements targets met.
Ensure effective collection of and response to racial harassment incidents through partnership working.	Ensure system set up is working. Monitor effectiveness of system.	Senior Community Safety Officer	Dec 2007	Ensure safety and well being of residents demonstrating a reduction in harassment cases.
Reduce the numbers of black African and Caribbean families facing possessions proceedings by five per cent.	Community based surgeries, advice session at various locations.	Head of Private Housing Information Unit	Dec 2007	Reduction of five per cent incidence of homelessness in BME communities.
To improve equality of access to opportunities for tendering and bidding for all potential suppliers.	Working in partnership with West London Alliance to simplify and streamline procurement wherever possible.	Alison Matheson HEAD OF PROCUREMENT STRATEGY AND RISK MANAGEMENT	March 2008	Increase access to bidding opportunities for Small Minority Ethnic/Black Minority Ethnic suppliers.
To identify the main language barriers facing Revenue and Benefits Customers and potential customers and mechanisms for addressing these.	Consult with advice agencies, stakeholders & customers and research best practice to identify how barriers can best be addressed.	Simon Hardwick SERVICE DEVELOPMENT MANAGER REVENUE AND BENEFITS	March 2008	Increase access to service for customers whose first language isn't English.

Targets for Disability

DISABILITY TARGET FOR 2007-2010	ACTIVITIES	OFFICER RESPONSIBLE	DELIVER BY	OUTCOME
Increase the number of disabled top earners in the council.	Monitor recruitment levels at a senior level. Develop training for key recruiters on Disability and adjustment.	Simon Britton HEAD OF PEOPLE CENTRE Shaun Rafferty STRATEGIC HR MANAGER, HOUSING & COMMUNITY CARE	August 2007 September 2007	Five per cent of top earners have a disability.
Increase the number of disabled staff in employment with Brent Council.	Monitor application and recruitment levels for disabled applicants. Develop training for key recruiters on Disability and adjustment.	Simon Britton HEAD OF PEOPLE CENTRE Shaun Rafferty STRATEGIC HR MANAGER, HOUSING & COMMUNITY CARE	August 2007 September 2007	4.5 per cent staff have a disability.
Improve access to mainstream leisure and play facilities for children with disabilities by ten per cent.	Children with disabilities accessing mainstream leisure and play facilities.	George Riley HEAD OF INTEGRATED SERVICES	May 2007	Integration of disabled children with able bodied children.
Address the difficulties experienced by blue badge holders when parking outside their homes.	Implement a 'personalised disabled bay' scheme.	Traffic Engineer Environment & Culture	March 2008	Blue badge holders will be able to park in designated bays outside own home.
To increase the number of disabled children and young people that are participating in cultural and sports activities at council owned facilities.	Deliver the actions within the Local Area Agreement action plan.	Gerry Kiefer/ Susan Mackenzie ENVIRONMENT & CULTURE	March 2009	Increase in disabled children and young people participating in activities.
Achieve an increased representation of disabled people within the council workforce to 4.5 per cent	Help residents with multiple barriers to apply for jobs with the council and public sector. Address under representation by disabled people in identified service areas.	Sarah Newman LIFE CHANCES & EMPLOYMENT STRATEGY COORDINATOR All Directorates – Strategic Human Resource Managers	Ongoing	Increased Disabled Staff in the council to 4.5 per cent.
Map disability by service area and monitor disabled staff satisfaction levels by services.	Ensure consistency in equal treatment of disabled people. Ensure that development needs of disabled people are taken into consideration.	Vik Kapoor HR PRO MANAGER All Managers All Managers	Dec. 2007 Ongoing Ongoing	Enhance life chances and opportunities of disabled staff. Increase in the promotion and satisfaction of disabled staff.

Targets for Disability

DISABILITY TARGET FOR 2007-2010	ACTIVITIES	OFFICER RESPONSIBLE	DELIVER BY	OUTCOME
Develop specialist expertise on how specific disabilities impact on job roles with a view to improve working conditions and standards for disabled employees.	Develop a strategic framework across disability, health and safety and risk management issues. Raise awareness and provide information on the needs and requirements of disabled staff.	Strategic HR Managers Thomas Kennedy HEALTH & SAFETY ADVISOR HEALTH, SAFETY & LICENSING All Directorates	December 2007	Increase in satisfaction of disabled employees. In staff surveys.
Improve access to mainstream leisure and play facilities for children with disabilities by ten per cent.	Implementation of play strategy. Build fully accessible adventure playground at Freeman Family Centre. Specialist worker now employed by youth service.	Douglas Lee, HEAD OF OUT OF SCHOOL SUPPORT Janet Palmer ASSISTANT DIRECTOR FAMILY SUPPORT	June 08	Integration of disabled children with able-bodied children.
Improve educational support for children with disabilities.	Implement underachieving communities strategy with key partner agencies. Ensure additional educational support is available for children who are looked after or who are in danger of becoming looked after. Revise policy on special educational needs and carry out an INRA.	Rik Boxer ASSISTANT DIRECTOR, ACHIEVEMENT & INCLUSION Anne Edwards AC IMPROVING OUTCOMES MANAGER, SOCIAL CARE Rik Boxer ASSISTANT DIRECTOR, ACHIEVEMENT & INCLUSION	Quarterly reporting Ongoing March 2007	Accelerate the rate of improvement of under achieving children with disabilities.
Improve the accessibility to service and support for children with disabilities.	Develop and implement proposals for an integrated multi agency service for children with disabilities. Pilots of locality based integrated services model for children with additional needs will be extended and fully implemented through new service. New Service Level Agreement to ensure service targeted appropriately. CAMHS service for children with disabilities established. Increase respite services for children with disabilities.	Janet Palmer ASSISTANT DIRECTOR, FAMILY SUPPORT Rik Boxer ASSISTANT DIRECTOR, ACHIEVEMENT & INCLUSION	September 2007 April 2007	Provide appropriate support for children with disabilities.
Develop our provision of accessible service for complainants through a range of measures tailored to meet individual needs.	Develop outreach programmes and raise awareness of complaints procedure. Capture and monitor equalities information to establish baseline information.	Susan Riddle CORPORATE COMPLAINTS MANAGER, POLICY & REGENERATION UNIT	March 2008 Review until 2010	Increased use of the complaints procedures by those with disabilities.

Targets for Disability

DISABILITY TARGET FOR 2007-2010	ACTIVITIES	OFFICER RESPONSIBLE	DELIVER BY	OUTCOME
Ensure that 300 residents are engaged with the Incapacity benefit provision of Brent in2work. Further 300 residents to be engaged.	Ensure those with disability receiving incapacity benefit are monitored as part of Brent in2work's client tracking process.	Illa Pattni HEAD OF EMPLOYMENT, POLICY & REGENERATION UNIT	Ongoing	Efficient referrals of claimants to suitable employment prospects.
Ensure that disabled communities are included in all partnership events. Develop strategy to encourage communities not attending.	Monitor partnership events twice a year.	Maureen Flannery DEPUTY HEAD/SENIOR COMMUNITY SAFETY MANAGER, POLICY & REGENERATION UNIT	March 2008	Better engagement with disabled people.
Identify ways of increasing access for disabled people in the various service areas of Private Housing Information Unit, e.g. Lettings, TPT, and Housing advice provision.	Increase take up of services by disabled persons by two per cent.	Private Housing Information Unit Managers	March 2008	Enhance service take up by disabled customers.
Meeting the needs of disabled tenants in housing developments by 7 percent.	Review how new and existing developments meet the needs of disabled (physical) tenants.	Manjul Shah Head of Affordable Housing Development	Ongoing	Meet the seven per cent requirement of affordable housing.
Ensure that services for users with mental health needs are developed to meet their housing and support needs.	Develop a Mental Health Housing Strategy.	Joint Commissioner for Mental Health Housing Group in partnership with Special Projects team	December 2007	Clear priorities established in line with service user needs and wishes.
Promote the social model of disability within the Housing and Community Care Services.	Ensure that staff are aware of the social model of disability by providing adequate information and training.	Heads of Housing and Community Care Services	Ongoing	Housing and Community Care Services' publications and service delivery will acknowledge this model.
Meeting the housing support needs of learning disabled people.	Carry out a strategic review of Learning Disability and housing support services and start tendering process for reconfigured services.	Special Projects team, Learning Disability Service Unit Manager and Joint Commissioner	June 2007 New con- tracts start Sep 2008 onwards	Learning Disability housing support Services meet the needs of clients measured by satisfaction surveys.
To increase accessibility of floor space in Brent Buildings wherever practicable.	Review Community Halls & customer buildings and identify actions required to improve accessibility.	Richard Barrett HEAD OF PROPERTY AND ASSET MANAGEMENT	March 2008	To increase access within buildings for disabled staff and customers.

Targets for Gender

GENDER TARGET FOR 2007-2010	ACTIVITIES	OFFICER RESPONSIBLE	DELIVER BY	OUTCOME
Increase the number of women top earners in the council.	<p>Monitoring of recruitment at senior levels.</p> <p>Produce recruitment packs that contain more positive information for women.</p> <p>Enhance flexible working available to senior staff.</p>	<p>Simon Britton HEAD OF PEOPLE CENTRE</p> <p>Shaun Rafferty STRATEGIC HR MANAGER – HOUSING & COMMUNITY CARE</p> <p>Claire Gore STRATEGIC HR MANAGER – CORPORATE RESOURCES</p>	<p>August 2007 Sept 2007</p> <p>September 2007</p>	44 per cent of top earners in Brent are Women.
Increase the number of male staff in employment where there is under representation in units of Brent Council.	Devise a diversity in employment strategy.	<p>Shaun Rafferty STRATEGIC HR MANAGER</p> <p>Simon Britton HEAD OF PEOPLE CENTRE</p>	September 2007	
<p>Formalise the council's commitment to equal pay by publishing an Equal Pay Policy. Monitor specific pay practices relating to additional pay elements.</p> <p>Examine pay gaps identified in the Equal Pay Review; establish causes and appropriate remedial action where relevant.</p>	<p>Draft and agree an Equal Pay Policy with the Corporate Management Team. Examine the application of allowance payments and undertake appropriate follow-up action.</p> <p>Examine the distribution of allowances, especially scarcity, performance and attendance, and conditioned overtime allowances.</p>	<p>Val Jones, Director HR & Diversity</p> <p>Val Jones, Director HR & Diversity</p>	<p>September 2007 September 2007</p> <p>December 2007</p>	<p>Motivated and satisfied staff.</p> <p>Consistency in rewards for employees.</p> <p>Equality and consistency in reward system.</p>
Develop an understanding of occupational segregation at Brent Council and determine appropriate follow-up action.	Develop appropriate strategies to address occupational segregation at Brent where possible (e.g. review recruitment and retention strategy, and workforce planning).	Tracey Connage DEPUTY DIRECTOR HUMAN RESOURCES AND DIVERSITY	October 2007	Balanced workforce in all service areas.
Conduct an equality audit on the application of non-pay benefits.	Complete an equality impact assessment on employees' main conditions of service, including working time and annual leave.	Employee Relations Manager. Human Resources and Diversity	April 2008	Equity in all benefits.
Increase the representation of male learners on BACES courses to 25 per cent of the learner population.	Provide basic skills training for unemployed people aged 25+ through Job Centre Plus.	Sue Hasty HEAD OF BACES Environment & Culture	July 2009	Increased potential for employability for male learners.

Targets for Gender

GENDER TARGET FOR 2007-2010	ACTIVITIES	OFFICER RESPONSIBLE	DELIVER BY	OUTCOME
Increase use of leisure centres by women to 51 per cent to reflect profile in local population.	Introduce a programme of activities to encourage use by women. Target marketing directed at women. Monitor use of centres via national benchmarking survey and booking forms.	Mark Young/ Rez Cameron RECREATION COMMISSIONING MANAGERS, ENVIRONMENT & CULTURE	March 2009	Forty-nine per cent of users of leisure centers are female, an increase of five per cent from 2006.
Improve access to parenting support for all parents.	Put in place culturally & gender sensitive parent support models and ensure accessibility for working mothers/fathers, single parents/carers, faith communities, teenage parents and parents/carers of children with disabilities.	Susan Mackenzie HEAD OF CHILDREN'S PARTNERSHIP	March 2008	Improved parenting skills and confidence and early support for vulnerable communities.
Ensure support is provided for all school leavers.	Monitor the percentage of young people not in education, employment or training (NEET) to ensure it is not disproportionately high in relation to race, gender and disability Implement NEET strategy. Work with Employers to improve access to work experience and employment opportunities for targeted communities.	Angela Chiswell HEAD OF CONNEXIONS & OUT OF SCHOOL LEARNING ACHIEVEMENT & INCLUSION Anne Edwards LAC IMPROVING OUTCOMES MANAGER, CHILDREN & FAMILIES George Riley INTEGRATED SERVICES MANAGER, CHILDREN & FAMILIES	Ongoing	Reduce the number of 16-19 year olds not in education, employment or training.
Improve sexual health awareness in teenage girls.	Implement the teen and toddlers programme. Improve information and advice on sexual health.	Christine Chapman YOUNG PEOPLE'S SEXUAL HEALTH ADVICE & SUPPORT MANAGER, STRATEGY & PARTNERSHIPS	March 2008	Reduce teenage conception rates in afro Caribbean girls.
Ensure gender is tracked as part of Brent in2work's client registration process with targets. Ensure 50 per cent of jobs are gained by women.	Gender targets included in Brent in2work's provider grant agreements. Ensure gender is monitored as part of Brent in2work's client tracking process.	Illa Pattni HEAD OF EMPLOYMENT, POLICY & REGENERATION UNIT	Monthly monitoring	Action plans agreed with providers to ensure 50% target is maintained.
Monitor take up of service for Domestic Violence Advocacy Project.	Monitor take up by gender to establish a baseline.	Michelle Clarke SENIOR COMMUNITY SAFETY OFFICER	Dec 2007	Analyse information and feed into next years action plan.
Private Housing Information Unit – main streaming access to advice for all genders.	Collect gender information and conduct impact assessment on gender access for services within Private Housing Information Unit.	All managers in Private Housing Information Unit	Jan2008	Analyse information and feed into next years action plan.

Targets for Religion and Belief

ELIGION & BELIEF TARGET FOR 2007-2010	ACTIVITIES	OFFICER RESPONSIBLE	DELIVER BY	OUTCOME
To have a workforce that represents the faith (non faith) diversity of the local community.	Begin to report on the workforce profile with respect to faith within the annual Workforce and Equalities Monitoring Report.	Manjula Shah PRINCIPAL DIVERSITY OFFICER, HUMAN RESOURCES AND DIVERSITY	Report back in the 2008 Annual Workforce and Equalities Monitoring Report	Information gained will enable us to improve our services to faith community.
Mainstreaming religion and belief equality.	Religion and belief equality impact assessments will be conducted to ensure faith equality considerations are built into policies in development stages.	All managers in all service areas involved in policy, functions or procedure writing	Ongoing	Religion and belief will be considered as part of service development plan.
Improve engagement with faith communities to include non-theistic faiths and beliefs such as Humanism).	Find ways to regularly consult with faith communities to find their views on effectiveness and appropriateness of our services.	All Managers in all service areas	Ongoing	Involvement of faith communities in equitable service delivery.
Ensure religion and belief equality considerations are embedded into the recruitment and selection process.	Terms and Conditions of employment will be updated to include procedures for granting leave for religious observance. As part of the selection process short listed candidates will be asked about their religious needs prior to interviews. The induction process to be reviewed to include faith equality. Ensure that staff with no faith are treated the same way as staff with faith.	Claire Gore HUMAN RESOURCES STRATEGIC MANAGER All Managers who recruit Paulette Lindsay LEARNING & DEVELOPMENT OFFICER, HUMAN RESOURCES AND DIVERSITY	March 2008 Ongoing Ongoing	Equity and consistency in treatment of all staff.
Give equality of access to faith buildings and ensure no discrimination takes place when implementing controlled parking zones.	Consult with users of faith buildings within controlled parking zones and develop and implement policy.	Amir-Hosseini Hossein SENIOR ENGINEER ENVIRONMENT & CULTURE	March 2010	Improved implementation of controlled parking zones.
To improve facilities at Carpenders Park Cemetery for Muslim burials as part of expansion of cemetery.	Implement improvements as outlined in cemetery service review report.	Bob Langford DIRECTOR OF CEMETERIES/ MORTUARY ENVIRONMENT & CULTURE	March 2008	Increased Muslim section and infrastructure allowing burials to continue in the long term.
Review Festivals Programme to ensure it meets the needs of Brent's community.	Develop a Festivals Strategy.	Alex Sydney DEPUTY HEAD OF LIBRARIES, ARTS & HERITAGE	Nov 2007	Annual attendance across festival increase to over 60 000.
Ensure that religion and belief is monitored for employment support, job and learning outcome outputs.	Ensure faith is monitored as part of Brent in2work's client tracking process. Analyse information to see if participation of faith groups in underrepresented.	Illa Pattni HEAD OF EMPLOYMENT POLICY & REGENERATION	March 2008	Appropriate action plans included into next service development plan.

Targets for Religion and Belief

ELIGION & BELIEF TARGET FOR 2007-2010	ACTIVITIES	OFFICER RESPONSIBLE	DELIVER BY	OUTCOME
<p>Ensure that religion and belief is monitored for partnership events as appropriate. Ensure that faith communities are included and devise strategy of inclusion for communities underrepresented.</p>	<p>Monitor partnership events twice a year.</p>	<p>Maureen Flannery DEPUTY HEAD/SENIOR COMMUNITY SAFETY MANAGER, POLICY & REGENERATION UNIT</p>	<p>March 2008</p>	<p>Effective engagement with faith communities.</p>
<p>Ensure that Housing and Community Services is responsive to the religious diversity of the community.</p>	<p>Investigate the feasibility of making the departmental library service more accessible to staff working on faith issues.</p>	<p>Head of Policy and Research</p>	<p>December 2007</p>	<p>Staff awareness of faith increased.</p>
<p>To develop and build on promoting a positive identity for the Muslim community within Brent.</p>	<p>Commission An-Nisa Society to deliver specific projects around preventing extremism. These projects will focus on prevention and self development work with Muslim boys and men at different levels and ages. An-Nisa will also work with Brent youth service to build capacity for those that are interested in developing their skills to work with Muslim youth.</p>	<p>Corporate Diversity Team – Human Resources and Diversity.</p>	<p>2009</p>	<p>Information gained will enable Brent Council to engage with the Muslim community and promote a strong alternative message to counteract extremist ideologies.</p>
<p>To develop a programme working with all west London boroughs to support the capacity building of the Muslim community in West London.</p>	<p>A training and information programme developed that will enable Brent Muslim groups to be better equipped to deal with community problems and to provide a stronger lead on tackling extremism.</p>	<p>Corporate Diversity Team, Human Resources and Diversity</p>	<p>2008</p>	<p>Improve intelligence gathering at a local level and provide mechanisms to identify vulnerable communities/groups/individuals and strategies to address those at risk groups.</p>

Targets for Age

AGE TARGET FOR 2007-2010	ACTIVITIES	OFFICER RESPONSIBLE	DELIVER BY	OUTCOME
Focus on effects local services have on people of different ages.	Equality impact assessment on age.	All managers who deliver services	Ongoing	Address age equality positively.
Set up a Young Person's group to look at the barriers to young people getting jobs with Brent council.	Set up a time limited cross-council working group, chaired by a young member of staff.	Elizabeth Bryan PRINCIPAL DIVERSITY OFFICER, HUMAN RESOURCES AND DIVERSITY	May 2007	Devise a strategy to increase the percentage of young workers in Brent by September 2007.
Improve facilities and events in Parks to increase use by young people aged 15 – 24 years.	Seek views of this age group on Parks provision. Develop facilities and events.	Shaun Faulkner HEAD OF PARKS SERVICES	March 2010	Increase in use of parks by young people.
Ensure assisted refuse service collection is available to those in need.	Survey current users to gauge satisfaction and need. Increase publicity on service	Nicola Percival WASTE & ENVIRONMENT EDUCATION TEAM LEADER	March 2008	Increase in use of service.
Increase participation by older people in sport and physical activity.	Develop a programme of activities. Produce marketing aimed at this age group. Monitor use of leisure centres by this age group.	Jo Creary SPORTS DEVELOPMENT OFFICER	March 2010	Increase in participation by older people.
To increase take up of Housing Benefits / Council Tax Benefit for pensioners.	Targeted take up campaigns in partnership with pensions service.	David Oates HEAD OF BENEFITS	September 2007	Increase access to service for pensioners.
Improve outcomes for young people.	Monitor the percentage of young people not in education, employment or training (NEET) to ensure it is not disproportionately high in relation to race, gender and disability. Implement NEET strategy.	Angela Chiswell HEAD OF CONNEXIONS & OUT OF SCHOOL LEARNING ACHIEVEMENT & INCLUSION	June 2007	Reduce the number of 16-19 year olds not in education, employment or training.
	Work with Employers to improve access to work experience and employment opportunities for targeted communities.	Peter Sutcliffe HEAD OF YOUTH OFFENDING TEAM	June 2007	
	Support preventative work to reduce youth offending and support regeneration. Implement the exclusions prevention strategy.	Paul Roper HEAD OF ALTERNATIVE EDU SERVICES, ACHIEVEMENT & INCLUSION		Reduce level of youth offending and reduce the number of permanent exclusions to schools.

Targets for Age

AGE TARGET FOR 2007-2010	ACTIVITIES	OFFICER RESPONSIBLE	DELIVER BY	OUTCOME
Ensure young people are consulted about services and activities in the Borough.	Set up, develop and support a Youth Parliament.	Sarah Mansuralli HEAD OF STRATEGY & COMMISSIONING STRATEGY & PARTNERSHIPS	Summer 2007	Children and young people are engaged and involved in local service provision and events.
Assist in developing the Local Area Agreement Older people project for over 65 years old.	Coordinate performance monitoring and management of the project.	Cathy Tyson ASST DIRECTOR - POLICY POLICY & REGENERATION	2009	Deliver against the Local Area Agreement outcomes framework.
Assist in developing the Local Area Agreement for achievement of young people under 19 years old.	Coordinate performance monitoring and management of the project.	Cathy Tyson ASST DIRECTOR - POLICY POLICY & REGENERATION	2009	Deliver against the Local Area Agreement outcomes framework.
Ensure that age is monitored for employment support, job and learning outcome outputs.	Ensure age is monitored as part of Brent in2work's client tracking process. Analyse the information to see if any age groups are underrepresented.	Illa Pattni HEAD OF EMPLOYMENT POLICY & REGENERATION UNIT	Monitored quarterly	Appropriate action plans included in service development plan.
Develop and target advisory services towards 16 – 17 year old and pensioners in Private Housing Information Unit.	Impact assessment of the effect of this targeted activity.	Private Housing Information Unit Managers	March 2008	Improved service access.
Meeting the specialist housing needs of Older People.	Provide more extra care sheltered units over five years.	Manjul Shah Affordable Housing	March 2008	Increased number of sheltered accommodation.

Targets for Sexual Orientation

SEXUAL ORIENTATION TARGET FOR 2007-2010	ACTIVITIES	OFFICER RESPONSIBLE	DELIVER BY	OUTCOME
Begin monitoring sexuality in employment and in service delivery.	Set up systems to enable us to monitor sexuality. Provide guidance for the staff in providing services.	Heads of Teams	March 2008	Implement action plan to ensure it meets the needs of Lesbian, gay bisexual and transgender communities.
To review civil partnership policy and service to ensure high satisfaction.	Conduct survey amongst previous users to determine satisfaction and any improvement areas. Amend policy accordingly.	Mandy Brammer/ Mavis Fuller Registrars	Dec 2007	Improved levels of satisfaction with civil partnership ceremonies and service.
Encourage the stability of looked after children with three or more placements during a financial year.	Ensure equal access to opportunities for fostering for lesbians and gays. Increase number of in borough foster carers for looked after children.	Jan Fishwick SERVICE UNIT MANAGER, FAMILY PLACEMENTS Janet Palmer ASSISTANT DIRECTOR, SOCIAL CARE	March 2008	Increase placement options for children in need.
Increase the use of adoption and special guardianship as option for looked after children by ten per cent.	Ensure equal access to opportunities for adoption for lesbians and gays.	Jan Fishwick SERVICE UNIT MANAGER, FAMILY PLACEMENTS	March 2008	More children placed with families.
Ensure the police are able to record victim and crime data on homophobic incidents/hate crime.	Work with partners to produce a publicity leaflet and with partners to explore issues.	Duncan Matthews COMMUNITY SAFETY OFFICER, POLICY & REGENERATION UNIT	Dec 2007	The partnership will better understand the needs of this group and be able to improve the service.
Increase awareness amongst staff in the division of the issues and reasons for monitoring sexuality.	Provide guidance for the staff.	Heads of Teams/ Corporate Diversity Team	ongoing	Staff will be more confident when dealing with service users.
Educate Children and Families staff, students and the community around issues of homophobic bullying in schools.	Hold conference about homophobic bullying in schools including children and Families staff, students and community groups to challenge assumptions to bring about change.	Amanda Lee-Ajala PRINCIPAL DIVERSITY OFFICER John Christie DIRECTOR OF CHILDREN AND FAMILIES Anthony Felsenstein SECONDARY BEHAVIOR AND ATTENDANCE CONSULTANT	March 2008	Staff and students will be will be more confident when challenging/dealing with homophobic bullying incidences.

Targets for Diversity

DIVERSITY TARGET FOR 2007-2010	ACTIVITIES	OFFICER RESPONSIBLE	DELIVER BY	OUTCOME
Improve the overall diversity of the Brent workforce.	Develop a diversity in employment strategy.	Shaun Rafferty STRATEGIC HR MANAGER, HOUSING AND COMMUNITY CARE	September 2007	A more diverse workforce at all levels of the organisation.

7

Review of Race
Equality Scheme 2006-2007

Review of Race Equality Scheme 2006-2007

TARGET	TIME FRAME	OUTCOME	OFFICER RESPONSIBLE	REVIEW COMMENTS
Put arrangements in place to monitor if schools are fulfilling their duties under the Race Relations Act and provide local authority with relevant information.	May 2007	Statutory responsibilities are fully met.	Ken McCormack HEAD OF STRATEGIC PLANNING GROUP, CHILDREN AND FAMILIES	Data will be collected from schools in the spring term 2007 and reported in May 2007.
Improving outcomes for children and young people of Black African and Black Caribbean heritage.	May 2007	For the gap to be no more than 20 per cent for Black Caribbean pupils and no more than ten per cent for Black African pupils.	Rik Boxer ASSISTANT DIRECTOR, ACHIEVEMENT & INCLUSION, CHILDREN AND FAMILIES	NB: This is provisional 2006 GCSE results data which is subject to DfES verification that will be completed by May 2007. Gap percentage for Black Caribbean pupils is 18 points (reduced from 25 in 2005). Target achieved. Gap percentage for Black African pupils is 10 points (reduced from 14 in 2005). Target achieved.
To reduce the number of BME applicants who consider themselves homeless by one per cent through the intervention of the council's housing advice service.	May 2007	To reduce the level of homelessness in the borough.	Jagdish Jethwa HEAD OF NEEDS AND PRIVATE SECTOR HOUSING UNIT	Not reached but continue to work towards it in the new year.
Increase the number of newbuild units transferred to housing association ownership from 38 to 52.	May 2007	BME housing associations to have an increase in the number of social housing in the borough.	Manjul Shah HEAD OF AFFORDABLE HOUSING DEVELOPMENT	On target to achieve transfer of 56 units to BME ownership by end of financial year. Still concentrating on delivery of large family-sized units.
Increase the number of newbuild units handed over for housing association management from 3 to 5.	May 2007	BME housing associations to have an increase in the number of social housing in the borough.	Manjul Shah HEAD OF AFFORDABLE HOUSING DEVELOPMENT	Due to achieve transfer of 13 units to BME management by end of financial year. Target reviewed by BME sub-group in Sept 06 and Jan 07.
Monitoring BME participation at Area Forum meetings and their steering group meetings.	December 2006	Routinely consulting with 'hard to reach' groups, making consultation accessible to as many people as possible.	Owen Thomson HEAD OF CONSULTATION	A scheme of voluntary monitoring of ethnicity amongst people attending area forums took place at the 2005/06 cycle of meetings. This monitoring exercise will be repeated in the 2007/08 cycle of meetings.
To increase the percentage of BME staff in senior positions (top five per cent) to 20 per cent.	May 2007	Staff will be representative of the community which is served by the council.	Susan Dennett HR ADVISOR, SUPPORT & INFORMATION, HUMAN RESOURCES AND DIVERSITY	Reached 19 per cent in 2005-06.

Review of Race Equality Scheme 2006-2007

TARGET	TIME FRAME	OUTCOME	OFFICER RESPONSIBLE	REVIEW COMMENTS
To consult with stakeholders and the public to ensure equality of access and understanding at committee meetings.	September 2006	The public will be assisted in understanding key processes such as translation, and any barriers to access will be overcome.	Peter Goss DEMOCRATIC SERVICES MANAGER	Questionnaires are left at each meeting for people attending the meeting to complete. These ask for views on accessibility, an understanding of the meeting and ability to hear the proceedings. The results are regularly reviewed to see if any improvements can be made. Public information leaflets are also made available at each meeting.
Ensure all employment teams monitoring is up to corporate standards including Irish as a specific category in contracts.	July 2006	Have the knowledge to monitor uptake of services by hard to reach groups.	Illa Pattini HEAD OF EMPLOYMENT, POLICY AND REGENERATION	All Brent in2work teams use Cognisoft, our tracking data system, which was developed to record and monitor information to meet corporate standards including Irish as a specific category in contracts. This system was introduced in April 2006 and is fully up and running.
Agree with the Partnership to use a common monitoring form for Partnership events.	December 2006	Monitoring forms used to analyse data and feed back to Operational Delivery Group to identify gaps.	Sushi Sharma COMMUNITY SAFETY OFFICER, POLICY AND REGENERATION	All Brent in2work teams use Cognisoft, our tracking data system, which was developed to record and monitor information to meet corporate standards including Irish as a specific category in contracts. This system was introduced in April 2006 and is fully up and running.
To address under-representation by BME groups in identified front-line services and senior positions.	March 2007	To increase BME representation within the workforce, especially in frontline services, in order to help improve service delivery.	Sue Harper ASSISTANT DIRECTOR LEISURE AND REGISTRATION, ENVIRONMENT AND CULTURE	Little progress due to HR changes. Initial analysis completed and specific units with low BME representation identified.



Review of Disability
Equality Scheme 2006-2007

Review of Disability Equality Scheme 2006-2007

TARGET	TIME FRAME	OUTCOME	OFFICER RESPONSIBLE	REVIEW COMMENTS
Improve access to mainstream leisure and play facilities for children with disabilities.	May 2007	Ten per cent increase from 3 to 4 children with disabilities accessing mainstream leisure and play facilities.	George Riley HEAD OF INTEGRATED SERVICES, CHILDREN AND FAMILIES	Funds to support 4 children with disabilities into mainstream provision will be ring fenced for 2007-08 and access will be coordinated by Brent Play Service.
Improve integrated service delivery for Children and Young People with disabilities.	May 2007	Implement proposals from the children with disabilities project, set up with the remit of producing an options analysis for integrating services for disabled children, young people and their families.	Janet Palmer ASSISTANT DIRECTOR FAMILY SUPPORT George Riley HEAD OF INTEGRATED SERVICES, CHILDREN AND FAMILIES	The Disabled Project Group has recommended the establishment of 3 age related integrated teams 0-5, 6-13 & 14-19 which will be staffed by professionals from health, education and social care and will work to the key worker model of care planning. This proposal has been accepted by the Project Board and work is now under way to establish these teams based in Achievement and Inclusion Division'.
Set up a Floating Support Service for 50 people with mental health difficulties to help sustain their housing maximise their level of independence.	December 2006	Improving independent living for people with mental health difficulties.	Helen Duckworth SUPPORTING HOUSING POLICY MANAGER, HOUSING AND COMMUNITY CARE	Achieved - a new contract has been tendered and awarded to Thames reach Bondway. They have set up a new service which started on 24 September 2006. The contract has started taking referrals from a very wide range of referral agencies. The capacity of the service is 50 people with mental health issues.
Increase the number of people with disabilities receiving Direct Payments from 96 to 189.	March 2007		Mike Bibby STRATEGY PLANNING AND PERFORMANCE MANAGER, QUALITY AND SUPPORT	143 adults and older people getting or referred for direct payments as at 30 November 2006.
Help residents with multiple barriers to apply for jobs with the council and the public sector.	May 2007		Sarah Newman LIFE CHANCES AND EMPLOYMENT STRATEGY COORDINATOR	Between June 2006 and February 2007 we have trained 337 clients on this programme.
Request equalities data for 100 per cent of recruits to the New Brent Citizen's Panel (incl gender, ethnicity, age and disability).	December 2006	To promote effective coordination of consultation.	Owen Thomson HEAD OF CONSULTATION	Target reached within time frame. We now have a new Brent Citizens' Panel with full demographic data on 100% of the membership.
Carry out accessibility audits and risk assessments on venues used for forum meetings.	December 2006	To ensure that forum meetings are reflective of the community profile.	Owen Thomson HEAD OF CONSULTATION	The Wembley ACF has moved to a new venue. The timeframe for this target has been reset for December 2007.
Increase the percentage of disabled staff employed by the council to 4.5 per cent.	May 2007	Staff will be representative of the community which is served by the council.	Susan Dennett HR ADVISOR, SUPPORT AND INFORMATION	3.92 per cent of the workforce has been reported to be disabled in 2005-2006.

Review of Race Equality Scheme 2006-2007

TARGET	TIME FRAME	OUTCOME	OFFICER RESPONSIBLE	REVIEW COMMENTS
Review issues of barriers to accessibility at polling stations.	August 2006	A reduction in accessibility barriers.	Peter Goss DEMOCRATIC SERVICES MANAGER	All polling places are fully accessible, or where not are made so as far as possible on the day of an election. Feedback is received from each of the Presiding Officers on any issues arising within the polling place. Questionnaires were handed out at each of the polling stations for the first time for the May council elections seeking the views of electors on amongst other things the accessibility of the station. A questionnaire was also included in the Brent magazine for post election comments from voters, including accessibility of their polling station. The results of all this have been analysed and will be taken into account when carrying out a further review of all polling places as now required by the Electoral Administration Act 2005.
Address accessibility in terms of buildings and promotional material in the Neighbourhood Renewal Teams.	July 2006	Remove barriers to service provision.	Mekhola Ray NEIGHBOURHOOD RENEWAL MANAGER, POLICY AND REGENERATION	We have all our meetings in accessible venues and residents are aware of this. Our recent Newsletter highlights our work with Children with disabilities.
To develop a range of cultural activities targeted at disabled young people.	March 2007	To increase participation in cultural activities by disabled young people.	Sue MacKenzie HEAD OF LIBRARY SERVICE Gerry Kiefer HEAD OF SPORTS SERVICE	Funds to support 4 children into mainstream provision will be ring fenced for 2007-2008 and access coordinated by Brent Play Service. Initial action plan has been agreed. Staff recruited to new posts and additional equipment in libraries.
To address under-representation by disabled people in identified service areas.	March 2007	To increase the number of disabled staff within the workforce in order to help improve service delivery.	Sue Harper ASSISTANT DIRECTOR, LEISURE AND REGISTRATION	Little progress due to HR changes. Initial analysis completed.

Review of Race Equality Scheme 2006-2007

TARGET	TIME FRAME	OUTCOME	OFFICER RESPONSIBLE	REVIEW COMMENTS
To improve communications with disabled people.	January 2007	Production of a checklist used at Partnership events to ensure that the needs of disabled people are being met.	Sushi Sharma COMMUNITY SAFETY OFFICER, POLICY AND REGENERATION	<p>Several focus groups have been held in the last year to understand the needs and priorities of disabled groups and how crime affects their lives.</p> <p>A check list has been developed for CST partnership events to ensure that events consider the needs of disabled people. Equality monitor forms will be used for two partnership events in 2006-2007.</p> <p>We have contributed to the older people's strategy for the Borough.</p> <p>We are working with the police to see if we can include a disability category when reporting crime in Brent.</p>



Appendices

Appendix 1

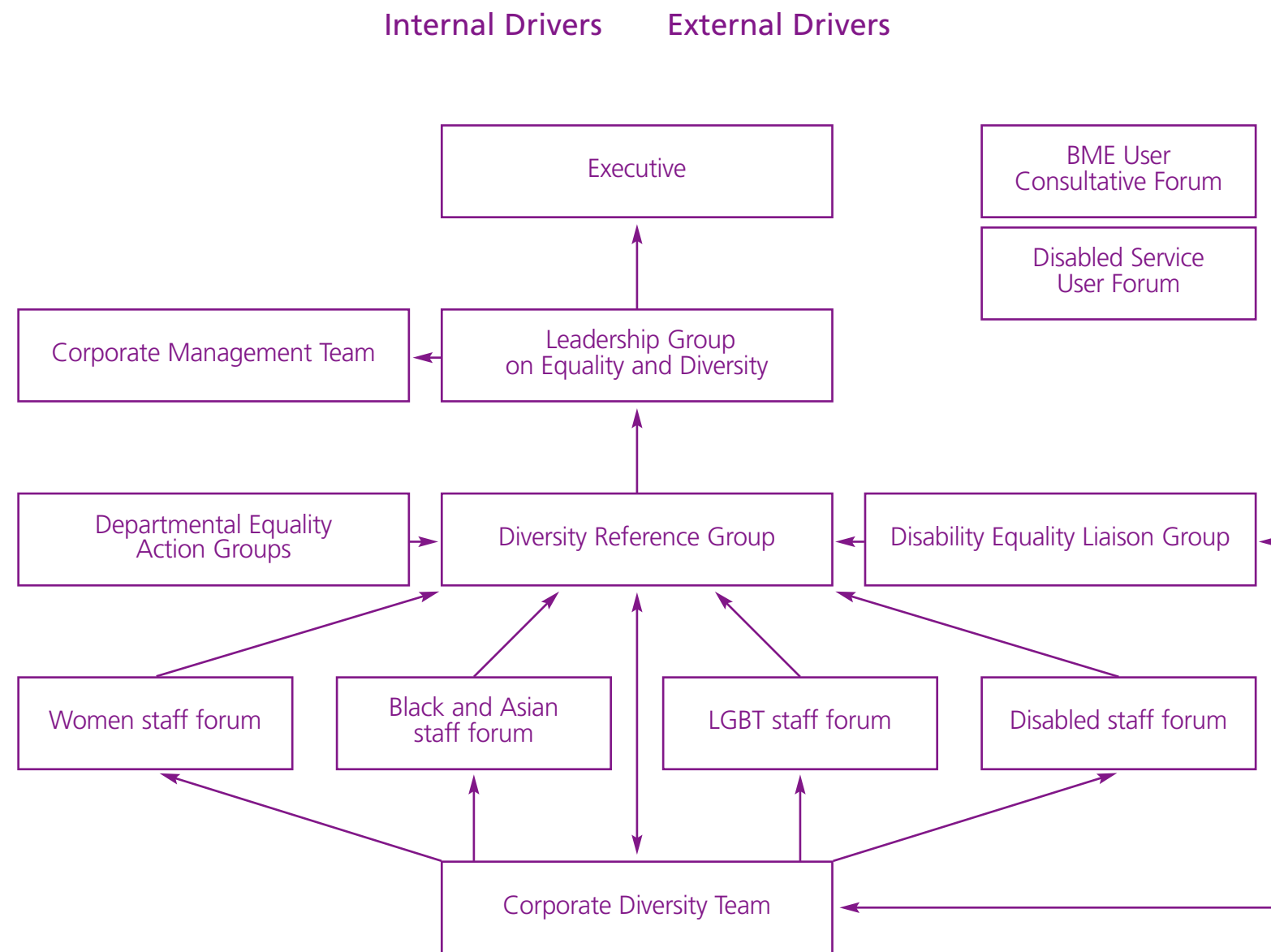
How we mainstream equality

a) Performance managing the process

In order for the council to effectively mainstream equality, we have integrated all equalities and diversity issues into our policy development, implementation, evaluation and review processes. We have in place internal structures to ensure that

all of the equality strands are reflected in our policies and practices. Key measures and actions identified through our impact assessments and service planning are included in the service plans and project plans. All of these aspects fit together to meet our corporate aims set out in the community strategy and corporate strategy.

The diagram below illustrates our established procedures and mechanisms for mainstreaming equalities and diversity.



Appendix 1

b) Monitoring Compliance and Accountability

The Leadership Group on Equality and Diversity takes a strategic lead on equalities and diversity issues. The group comprises the Chief Executive, Directors of Human Resources and Diversity, Children and Families, the Head of Diversity and the chairs of all the staff forums. The group is responsible for ensuring the council complies with the duties set out in the Race Relations (Amendment) Act 2000, the Disability Discrimination Act 2005 and Gender Equality Duty. It monitors progress of the schemes' action plans and ensures they are reported on annually.

c) The Equality Standard

The Equality Standard for Local Government is a self-assessment performance management framework on equalities. It acts as a benchmarking tool for Local Authorities to assess the effectiveness of their procedures for mainstreaming equalities in their service delivery and employment practices.

There are five levels of the Equality Standard. Brent reached level 1 of the Standard in March 2004, Level 2 in November 2005 and Level 3 by September 2006. Level 3 required us to set equality objectives and targets, and to achieve this we had in place robust monitoring and action planning for all our equality strands.

Our attainment of the designated level of The Equality Standard is a Best Value Performance Indicator which is reported on nationally.

d) Comprehensive Performance Assessment

Comprehensive Performance Assessment is part of the Government's improvement agenda and aims to bring together evidence from a range of sources to assess the quality of the council's core services, how it uses its resources and its capacity to improve. The assessments, which are carried out by the Audit Commission, are combined into an overall result placing each council in one of a number of categories – one to four stars for performance, and an assessment of its ability to improve or 'direction of travel'.

Brent has been rated as a 'good' council overall. It has been reported to be 'improving well' with a 3 star overall performance. The assessment considered our performance against our shared priorities of performance management,

capacity, sustainable communities and transport, safer and stronger communities, older people and children and young people. One of the key imperatives assessed by the Audit Commission was the attention given to diversity issues in relation to these priorities.

Analysis of the detailed results showed that Brent is at the very top of the range within the 'good' category, with plans developed to ensure its rating improves in future years.

e) Performance Indicators

The Best Value Performance Indicators on equality are used to produce a single equality scheme and to reach the appropriate level of the Equality Standard, which is currently revised level 3.

Other indicators include measuring the levels of Black and Minority Ethnic and disabled staff in the council, the proportion of BME and disabled staff that are among the top 5% of earners in the council, the frequency of racial incidents in the community, and BME tenants' satisfaction levels.

f) Equality Impact Assessments

As mentioned above, one of the specific duties of the Act is for public authorities to carry out equality impact assessments on policies and functions to ensure there is no adverse impact on any group in respect of race, gender, disability, age, sexual orientation and religion and belief.

The council has recently introduced Policymatter, an IT system which will aid the Impact Assessment process. Policymatter is designed to ensure that all staff are fully aware of the key policies and procedures of the council, as well informing them of any updates to existing policies and procedures.

Policymatter informs staff whenever a new mainstream policy is introduced or when a policy is changed. It will also remind staff when it is one year since they looked at a policy.

g) Service Planning process

Brent's Departmental Service Plans incorporate specific equalities outputs identified by each department. They are backed up by detailed Equality Action Plans produced by each service area within the authority. These outline any work the departments will be undertaking which has a clear equalities dimension. The plans also establish timescales and desired outcomes. Equality Action Plans are closely analysed as part of each service areas' performance monitoring framework.

Appendix 1

h) Budget and business planning process

The council's budget process is an annual exercise to review and evaluate how our resources are allocated in the context of strategic policy, organisational structure and service delivery. When submitting bids for extra funding, managers must give an account of what the equality implications will be if they are unsuccessful in obtaining the extra funds.

When reporting savings, managers must also account for the equality implications of not spending allocated funds.

This ensures that equality matters are kept at the forefront of our corporate agenda.

i) The Committee process

All reports that go to committee require managers to include a paragraph which outlines the diversity implications of their proposed policy or procedure. They are required to carry out an Impact Needs Requirement Assessment as a basis for reaching their conclusions.

Appendix 2

Completed Equality Impact Assessments – 2004-2007

Children and Families

1. School Improvement Service
2. Special Education Needs
3. Architectural & Consultancy Services
4. New Salary Structure for Teaching Assistants
5. New Voluntary aided Muslim & Jewish Schools
6. Freeman's family centre
7. Permanency Policy
8. Procedure for recognising bullying
9. Discipline in Foster Care
10. Applicants Attending Adoption & Permanency Panel
11. Allegations against carers
12. Permanency & Adoption Policy
13. Information for the adoption and permanency Panel
14. Development of Children's Support panel
15. Reparation Officer Developments
16. Youth Inclusion and Support Programmes
17. School Funding Formula Review 2006-2008
18. Construction of a new Early Years block at Preston Primary School
19. Brent Extended Services Strategy 2006-2008
20. Brent's single child and Young People strategy 2006-2009
21. Lifelong Learning Scrutiny Panel/School Places Task Group
22. Wembley Manor Infant and Junior School
23. Rebuild of St Mary Magdalen's RC Junior School
24. Children and Young People Service Strategy 2004-2007
25. Tenders for Connexions services in Brent
26. Community Schools Admission Arrangement for September 2007
27. The Development of youth parliament for Brent
28. Children's Centres Phase 2
29. Strategy for development of Primary & Secondary Schools

Communication and Consultation

1. Consultation and Community Engagement Strategy 2005-2008

Environment and Cultural Services

1. Mapesbury Dell Open Space – Doorstep Green Initiative
2. Brent Food Enforcement Service Report
3. Statement of Licensing Policy
4. Strategy for Sport and Physical Activity
5. Lease of land at Hannah Close
6. Citizenship Application Checking Services
7. Cultural Strategy
8. Library Fees and Charges
9. Opening hours of library
10. Parks Strategy Revised 2004-2008
11. Voluntary Sector Support Main Programme Grant Policy and Criteria
12. Brent Park Service's Approach to Public Consultation
13. The Local Implementation Plan
14. Declaration of Brent Reservoir
15. Pricing Policy – Sports facilities in Parks
16. Playing pitch strategy 2003-2008
17. Allotments Monitoring Procedures & Development Plan
18. The Regulatory Enforcement Policy
19. Reviews of Recruitment, Retention and Achievement figures and policies BACES
20. Reuse and Recycling Centre, Twyford, Park Royal
21. Internal Communications Strategy and Meetings Charter
22. Raising Awareness of the Service
23. Reduction in Door Step Crime
24. Reduction in Sale of Underage Products
25. Brent Adult and Community Education Service Development Plan 2005-2008
26. The Local Implementation Plan (Full INRA)
27. Food safety service
28. Pest control service
29. Cycling Strategy for the A5 corridor
30. Clarendon Gardens 20mph study
31. Cultural strategy final draft
32. Post Mortem Policy 2005
33. Burial Policy 2005
34. BACES fees and charges policy 2006-2007
35. Review of Registrar Service
36. Building control regularisation process
37. Regulation of Scheduled Polluting processes July 2006
38. Brent Museum and Brent Archive Joint Collecting Policy
39. Penalty Charge Notice Processing & Enforcement Joint Operating Manual

Appendix 2

40. Street care Graffiti Removal Service
41. Street Tree Management policy & Maintenance of Trees & Shrubs Service
42. Street Furniture Policy and Service
43. Supplementary planning documents
44. Local Development Framework
45. Land Charges
46. Nuisance Control Service
47. ICT Strategy for Libraries 2004-2007
48. Children and Young People Service Strategy 2004-2007
49. Adult Learning Strategy 2004-2007
50. Waste Management Contract
51. Gladstone Park Sports Development
52. Formal Action of Offenders
53. Wembley West End Supplementary Planning Document
54. Free Resident Parking Permit, increasing visitor parking charges & off street parking charges increase
55. Wembley Stadium protective parking scheme

Finance and Corporate Resources

1. Anti-Fraud Framework & Sanctions
2. Closure of Cash Office- BH
3. Early Retirement in Local Government
4. Internal Dispute Resolution
5. Automate Credit Card Hotline
6. Eye Test Policy
7. Production of Council Tax Leaflets
8. Annual Efficiency Statement
9. Pension transfer of former EDS staff
10. Discretionary Housing Payments
11. The Implementation of Brent's e-govt
12. Insurance Claim Assessment
13. Procurement at Brent – Diversity/Racial Equality Policy
14. Revenue Budget decision making and setting process
15. Capital Budget decision making and setting process
16. Urgent procedure for Customer Services Staff dealing with benefits enquiry
17. Commercial Property Lettings and Town Hall Venue Hire
18. Brent Council Corporate Procurement Strategy 2005
19. Brent Council Risk Management Strategy 2005
20. Learning and Development Strategy for Finance and Corporate Resources
21. Policy for professional training leading to qualification
22. Verification framework interventions policy and procedures covering housing benefit matching service

23. Brent Council's Website
24. Brent Council's compliance with the recently introduced Freedom of information Act
25. Annual Review of Fees and Charges
26. Discretionary Rate Relief for Charities and Non Profit Making Organisation
27. Creditors and Debtors
28. Bill Payment Collection Service
29. I T Strategy 2007
30. New Care Management I T System

Housing and Community Care

1. Enforcement Strategy (Private Housing Services)
2. Assessment for Housing
3. Allocation of Capital Resources
4. Older Person's Housing Strategy
5. Conciliation and Enforcement Strategy
6. South Kilburn New Deal
7. Advocacy and Mortgage advice strategy
8. Affordable Housing Development – permanent supply strategy
9. Local agreement to discontinue TOIL for part time staff
10. Difficult Customer Policy
11. Merger of Floating Support & Mental Health Teams
12. Tendering for the Supply of Frozen Meals
13. Re Tendering for Domiciliary Care
14. Implementation of Hospital Discharge and Re-imburement policy
15. Tender of Asian Vegetarian Meals
16. Joint Commissioning Strategy for Older People
17. Intake Service
18. Brent Equality Strategy Team
19. Skills Development and Drop In
20. Learning Disabilities Joint Commissioning Strategy
21. Safety Rules Applicable to driving
22. Nettledon Avenue-Supported Housing Scheme
23. Research and Development Position Statement
24. Audit Guidelines for Brent Mental Health Service
25. Housing & Customer Service Diversity Group
26. Changes to FCH to become borough wide RSL
27. Implementation of service review of Local Secure Services within Brent Mental Health Service 2005-2006
28. Temporary Accommodation Update
29. Donnington Court Lettings Plan April 2006
30. Protection of Vulnerable Adults in Brent

Appendix 2

31. Reduction in service at Kingsbury One Stop Service Local Office
32. Carlyon & Royal London Society for the Blind sheltered workshops
33. Tender of Brent integrated community enterprise store
34. Integration of health and social care functions under Section 31

Human Resources and Diversity

1. Race Equality Scheme 2004 to 2006
2. Corporate Equality Policy and Action Plan 2004-2006
3. Annual Workforce Monitoring Report
4. Capability Policy and Procedure
5. Review of No smoking policy
6. Managing organisational change
7. New Job Shop Supplement Policy
8. The Grievance procedure
9. Managing sickness absence
10. The disciplinary procedure
11. Modernising and restructuring of Brent Council
12. Childcare Voucher Scheme
13. Workforce Monitoring for Equalities Report 2005
14. Combined Race and Disability Equality Scheme
15. Workforce Monitoring Report 2006
16. Brent E-Learning Policy
17. Transformation of Human Resources Services

Legal and Democratic Services

1. Staff Training
2. Client and Customer Liaison Strategy
3. Corporate Standards Guide
4. LDS Flexi Time Scheme
5. LDS Marketing strategy
6. Client and Customer Liaison strategy
7. Selection of counsel as advocates on LBB and other client cases
8. Flexible working in Legal and Democratic Services
9. Recruitment within Legal and Democratic Services

Policy and Regeneration

1. South Kilburn Master Plan
2. Brent Crime, Anti Social Behaviour and Drugs Audit Consultation
3. Regeneration Action Plan 2004-2006
4. Love where you live
5. Petition for more police in Brondesbury Park
6. Performance Management Framework
7. St Raphael's, Brentfield & Mitchell Brook Neighbourhood Renewal Action Plan 2004-2005
8. Domestic Violence Corporate Strategy 2005-2008
9. Domestic Violence Corporate Manual 2005
10. Regeneration Action Team Business Plan 2005-2006
11. Brent in2work – Refugees into Jobs Business Plans 2005-2006
12. Brent's Community Strategy 2006-2010
13. Regeneration Action Team Business Plan
14. Brent's sustainable Community Strategy 2006-2010
15. Brent's Local Area Agreement
16. The Closure of the Destination Wembley Single Generation Budget
17. Brent Crime Anti social behaviour and Drugs Crime strategy 2005-2008
18. Regeneration Action Plan 2007-2009